

gain optimum advantage of its manpower deployment. The team with help of Ghosh (who had a wide range of technical qualification and experience), determined the Key Result Area (KRAS) for all the jobs in organization. The KRAs helped in determining the important responsibilities and deliverables of a job holder. This in turn, helped in determining the competencies required in each job. After a detailed study of the findings of the team, Rao prepared the job description and job specification for each job activity. Bases on the levels of the vacant positions in the organizational hierarchy, Rao used various sources of recruitment like newspaper advertisement, campus recruitment etc. to select people for different opening. Universal received a good response from qualified people. Rao also used the findings of the job analysis to design the compensation plan for the various sources of recruitment like newspaper advertisement, campus recruitment etc. to select people for different opening. Universal received a good response from qualified people. Rao also used the finding of the job analysis to design the compensation plan for the various positions in the firm. Rao used the finding of the job analyst is for various other purposes as well. Thus, universal was benefited by the process of job analysis in more than one way. Therefore, job analyst is continued to remain an ongoing process at universal, which had to constantly keep changing with the changes in the external environment.

Questions:

- (a) Universal introduced a systematic job analysis process on the advice of Aparna Rao. Briefly describe the various elements and stages involves in the process of job analysis. **5**
- (b) The results of job analysis were used to determine the selection criteria for candidates and also to design the compensation plan. How important is the job analysis for any organization. **5**

Enrollment No.....



Faculty of Commerce / Management

End Sem (Odd) Examination Dec-2017

CM3CO07 / MS3CO07 Human Resource Management

Programme: B.Com.(Hons) /
BBA

Branch/Specialisation: Commerce /
Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1 i. _____ is the process of managing people in organizations in a structured and thorough manner: **1**
 (a) Human Resource Planning
 (b) Human Resource Management
 (c) Human Resource Development
 (d) All of these
- ii. The basic managerial skill(s) is(are) **1**
 (a) To supervise (b) To stimulate
 (c) To motivate (d) All of these
- iii. _____ is the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements. **1**
 (a) Job Analysis (b) Job Design
 (c) Job Specification (d) None of these
- iv. Which recruitment source is costly **1**
 (a) Internal source (b) External source
 (c) Both (a) and (b) (d) None of these
- v. Which of the following is off-the-job training? **1**
 (a) Case-study (b) Under-study (c) Job-rotation (d) None of these
- vi. It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. **1**
 (a) Development (b) Coaching
 (c) Training (d) None of these

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- vii. Which of the following statements regarding incentive pay plans is most accurate? **1**
- (a) Unlike merit pay plans, base pay is set at the market rate for incentive plans.
- (b) Maximum earning potential is usually greater with an incentive plan than a traditional merit plan.
- (c) Once earned, the incentive pay becomes part of the employee's base pay.
- (d) Caps are used to keep incentive pay levels even with the industry pay level.
- viii. In a defined benefit plan, the **1**
- (a) Employee can receive a lump sum amount on retirement.
- (b) Survivors will receive the benefits if the employee dies before the retirement funds are paid out.
- (c) Employee can move to another job and carry their retirement account along.
- (d) Benefits received upon retirement vary by the employee's age and length of service.
- ix. Under this method of performance appraisal a senior member of the HR to evaluate and rate their respective subordinates. This method is called: **1**
- (a) Paired Comparison (b) Field Review
- (c) Critical Incident (d) None of these
- x. Which of the following is not a type of performance appraisal? **1**
- (a) Team Based Appraisal (b) Appraisal of Managers
- (c) Customer Appraisals (d) 360° Degree Appraisal
- Q.2 i. Define Human Resource Management. **3**
- ii. Describe the nature and scope of Human Resource Management. **5**
- OR iii. Human Resource management plays an essential role in the whole system of management of an organization. Explain. **5**
- Q3. Attempt any two :
- i. What are the main elements which should be included in an induction programme? **4**

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- ii. Differentiate between Job description and Job specification. **4**
- iii. What are the various internal and external sources of Recruitment? **4**
- Q.4 i. Explain the importance of Training. **3**
- ii. Write note on career planning. **5**
- OR iii. Elaborate any five methods of Training. **5**
- Q5. Attempt any two:
- i. What are Fringe Benefits? **4**
- ii. Describe various types of incentive systems. **4**
- iii. What is 'Wages' and 'Salaries'? Explain the principles of a Sound Wage and Salary Structure. **4**
- Q6. i. What do you mean by performance Appraisal? **3**
- ii. Explain methods of Performance Appraisal. **5**
- (a) 360° Appraisal (b) MBO
- OR iii. Explain methods of Performance Appraisal. **5**
- (a) Self Appraisal (b) Forced Distribution
- Q.7 Examine the case and answer the questions below.
- Universal Manufactures, was to recruit a large part of its workforce for its various operations. The organization was established by Ashutosh Ghosh and Avinash Chopra. While Ghosh was an engineering graduate, Chopra had a rich experience of handling various operations in different companies. Universal needed highly talented people at all the levels of the organization structure. The hired an external human resource consultant, Aparna Rao for this purpose, who suggested a detailed job analysis in the firm to study manpower requirements "This would not only help select the right people for the jobs but will also provide important clues to design the compensation package for each job position in the organization" said Rao. Rao appointed two member team to study the important tasks and responsibilities associated with each job position at universal. They analyzed the qualifications, skills, and abilities that each job holder should possess so that the company could

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CM3CO07 / MS3CO07 Human Resource Management

Marking Scheme

Q.1	i.	_____ is the process of managing people in organizations in a structured and thorough manner: (b) Human Resource Management	1			
	ii.	The basic managerial skill(s) is(are) (d) All of these	1			
	iii.	_____ is the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements. (a) Job Analysis	1			
	iv.	Which recruitment source is costly (b) External source	1			
	v.	Which of the following is off-the-job training? (a) Case-study	1			
	vi.	It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees. (c) Training	1			
	vii.	Which of the following statements regarding incentive pay plans is most accurate? (b) Maximum earning potential is usually greater with an incentive plan than a traditional merit plan.	1			
	viii.	In a defined benefit plan, the (d) Benefits received upon retirement vary by the employee's age and length of service.	1			
	ix.	Under this method of performance appraisal a senior member of the HR to evaluate and rate their respective subordinates. This method is called: (d) None of these	1			
	x.	Which of the following is not a type of performance appraisal? (c) Customer Appraisals	1			
Q.2	i.	Definition of Human Resource Management	3			
	ii.	Nature of Human Resource Management – 2.5 marks Scope of Human Resource Management – 2.5 marks	5			
OR	iii.	Explanation on role of Human Resource management	5			
Q3.		Attempt any two :				
	i.	Any four elements – 4 marks (1 mark * 4 = 4 marks)	4			
	ii.	Any four differences Job description and Job specification – 4 marks (1 mark * 4 = 4 marks)	4			
	iii.	Any two internal sources of Recruitment - (1 mark * 2 = 2 marks) Any two external sources of Recruitment – (1 mark * 2 = 2 marks)	4			
Q.4	i.	Importance of Training	3			
	ii.	Career planning.	5			
OR	iii.	Any five methods of Training (1 mark * 5 = 5 marks)	5			
Q5.		Attempt any two:				
	i.	Fringe Benefits	4			
	ii.	Types of incentive systems.	4			
	iii.	Wages – 2 marks Salaries – 2 marks	4			
Q6.	i.	Performance Appraisal	3			
	ii.	2.5 marks each methods (2.5 marks * 2 = 5 marks) (a) 360 ^o Appraisal (b) MBO	5			
OR	iii.	2.5 marks each methods (2.5 marks * 2 = 5 marks) (a) Self Appraisal (b) Forced Distribution	5			
Q.7		Case Study				
	(a)	Universal introduced a systematic job analysis process on the advice of Aparna Rao. Briefly describe the various elements and stages involves in the process of job analysis.	5			
	(b)	The results of job analysis were used to determine the selection criteria for candidates and also to design the compensation plan. How important is the job analysis for any organization.	5			