



**SB-4114**

**M. B. A. (Sem. II) (F.T. & E.) Examination**

**March / April - 2011**

**Human Resource Management**  
*(Old Course)*

Time : 3 Hours]

[Total Marks : 100

**Instructions :**

(1)

नीचे दशांशकेव निशानीवाणी विगतो उत्तरवडी पर अवश्य कभवी. Fillup strictly the details of signs on your answer book.	Seat No. :
Name of the Examination :	<input type="text"/>
<input type="text" value="M. B. A. (SEM. 2) (F.T. &amp; E.)"/>	<input type="text"/>
Name of the Subject :	<input type="text"/>
<input type="text" value="HUMAN RESOURCE MANAGEMENT (OLD)"/>	<input type="text"/>
Subject Code No. : <input type="text" value="4"/> <input type="text" value="1"/> <input type="text" value="1"/> <input type="text" value="4"/>	Section No. (1, 2.....) : <input type="text" value="1&amp;2"/>
Student's Signature	

- (2) Use separate answer-books for section-I and section-II.
- (3) Answers should be legible, logical, relevant and to the point.
- (4) Attempt all the questions.

**SECTION - I**

- 1 Write short notes on any two of the following: 18
  - (a) Industrial Disputes.
  - (b) Succession planning.
  - (c) Grievance management.
  
- 2 'The meaning of employees welfare may be made clearer by listing the activities and facilities which are referred to as welfare measures.' Discuss, in detail, this statement considering the types of employees welfare activities. 16

**OR**

- 2 Discuss, in detail, Human Resource Planning. 16
  
- 3 Write short notes on any two of the following : 16
  - (a) Job Analysis and specific uses of job analysis.
  - (b) Scope and functions of the Human Resource Management.
  - (c) Significance of good and harmonious Industrial Relations.

## SECTION - II

- 4 Write short notes on any two of the following: 18
- (a) Executive development.
  - (b) Employee empowerment.
  - (c) Human Resource Management in a changing environment.

- 5 Discuss, in detail, the meaning and importance of Training. 16

OR

- 5 Discuss, in detail, the meaning of the term 'Trade union' 16  
as well as the reasons for the workers joining trade union.

- 6 'Human resources are the most important assets an 16  
organization has and their effective management is the key  
to its success.' - Examine this statement.

OR

- 6 Case study : 16

Analyze the following case and answer the questions given at the end of the case:

XYZ Mega mart, the supermarket chain, uses a variety of methods to gather information on employee attitudes, including attitude surveys, ad hoc focus groups and questionnaires to staff who have left the organization. These various sources of information indicated that lack of career progression was seen as a problem: for example, in the attitude survey conducted in 2007, less than half of the retail counters staff agreed with the statement —'there is ample opportunity for promotion at XYZ Mega mart'.

In response, XYZ Mega mart developed a new programme to train retail counters staff to become managers. Staff nominate themselves for the programme but must meet stiff entry criteria in terms of skill and training levels before being accepted; for example, they must have reached the final stage of the job ladder for their current role. The programme consists of three stages:

**Stage 1** - Staff attend an open day that explains the good and bad aspects of being a manager. Staff also complete four off-the-job courses in communication skills, coaching, training and organizing work. At the end of each course participants complete a small project. Once they have been satisfactorily completed, staff attend a one-day development centre where they are assessed against the competencies required for managers. Once they have reached a certain level of competence they progress to stage two.

**Stage 2** - Staff undertake four weeks of full-time training in store. This includes both on- and off-the-job training and focuses on people management skills, including how to give feed-back and conduct appraisal interviews. Once this training is successfully completed, they spend the next four weeks undergoing in-depth management training in one of eight 'stores of learning', chosen for being well run by highly experienced managers. A self- learning package is included here as well as more on and off-the-job training. On successful completion, participants move directly to stage three.

**Stage 3** - Appointment to a departmental manager post.

XYZ Mega mart believes that the new programme has contributed to reduced turnover rates amongst retail counters staff and managers. In addition, the proportion of retail counters staff who agreed that XYZ Mega mart offers ample opportunity for promotion had increased to 64% in 2010.

**Questions :**

- (a) How is the programme, adopted by XYZ Mega mart, related to Career planning? Explain, in detail.
- (b) Considering the above case, discuss the advantages of Career planning and also discuss measures that can be taken to make career planning successful.