

**2M6201**

Roll No. : \_\_\_\_\_

Total Printed Pages : **4**

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**M. B. A. (Sem.II) (Main / Back) Examination, July - 2009**  
**M-201 : Human Resource Management**

Time : **3 Hours**

[Total Marks : **70**  
[Min. Passing Marks : **28**

*The question paper is divided in **two** sections.*

*There are sections **A** and **B**. Section **A** contains **6** questions out of which the candidate is required to attempt any **4** questions.*

*Section **B** contains short case study/application based **1** question which is **compulsory**.*

*All questions are carrying **equal** marks.*

Use of following supporting material is permitted during examination.  
(Mentioned in form No. 205)

1. \_\_\_\_\_ Nil \_\_\_\_\_

2. \_\_\_\_\_ Nil \_\_\_\_\_

### **SECTION - A**

- 1 'Managing people is the heart and essence of being a manager.'  
Explain this statement and describe the meaning and characteristics of Human Resource Management.

14

- 2 Define Human Resource Planning and give an overview of the process of Human Resource Planning.

14

- 3 Explain various methods of training.

14

2M6201]



1

[Contd...

4. Write short notes on any two :

- (1) 360° appraisal
- (2) HRD (Human Resource Development)
- (3) 'Hot stove rule' of discipline
- (4) Job enrichment.

7+7

5. What do you understand by workers participation in management? Explain the ways of workers participation in management.

14

6. During one week the workman x manufactured 200 units. He received wages for a guaranteed 44 hours a week at the rate of Rs. 1.50/hour. The time allotted to produce 1 unit is 18 minutes. Calculate his gross wages under each of the methods :

- (a) Time rate
- (b) Piece rate
- (c) Halsey Premium plan
- (d) Rowan Premium plan

14

## SECTION-B

### Job Analysis at Universal Manufactures

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.

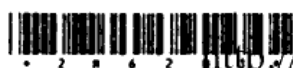


"This would not only help select the right people for the jobs but will also provide important cues to design the compensation package for each job position in the organization" said Rao.

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 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 Areas (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 specifications for each job activity.

Based 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 positions in the firm. Rao used the findings of the job analysis for various other purposes as well.

Thus, universal was benefited by the process of job analysis in more than one way. Therefore, job analysis continued to remain an on-going process at universal, which had to constantly keep changing with the changes in the external environment.



**Questions :**

- (1) Universal introduced a systematic job analysis process on the advice of Aparna Rao. Briefly describe the various elements and stages involved in the process of job analysis.
- (2) 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 ?

**7+7**

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