

SECOND YEAR EXAMINATION IN BACHELOR OF BUSINESS
ADMINISTRATION / COMMERCE (EXTERNAL) – 2007 / 2008
HELD IN AUGUST – 2008

BBA / COM 22 – HUMAN RESOURCE MANAGEMENT

Answer any five (05) questions.

Time allowed: Three Hours

01. (a) “The support of line management is significant to the effective functioning of HRM practices in an organization.” Comment. (06 Marks)
- (b) Briefly explain the job designing process. Explain the job enlargement concept as a method of job designing. (08 Marks)
- (c) Differentiate between the job enrichment and the job rotation. (02 Marks)
- (iv) “It is possible to run organizations smoothly without detailed job descriptions.” Do you agree or not with this statement? Justify your answer. (04 Marks)

(Total 20 Marks)

02. (a) Describe three methods used to forecast human resource needs of an organization. How can the gap between the demand and supply of human resources in an organization be bridged? (06 Marks)
- (b) Briefly explain the role of ‘Succession Planning’ and a ‘Replacement Chart’ in Human Resource Planning. (02 Marks)
- (c) Discuss the significance of “Selection Tests” as a selection method or tool. (06 Marks)
- (d) Briefly explain how you could conduct an effective interview session. What are the major problems associated with the interview method? (06 Marks)

(Total 20 Marks)

03. (a) XY Ltd. has decided to hire two groups of new employees as Management trainees: experienced people working in various companies and people who have just graduated from universities.

(i) As the Human Resource Manager, you face the following situation. General Manager says, "There is no necessity of providing training for experienced people." Explain your response to the General Manager on this regard. (04 Marks)

(ii) Prepare a brief training program for new hires who have just graduated. (06 Marks)

(b) Assessing the training needs of new employees and current employees is a main task in a training process. How can you perform this? (06 Marks)

(c) In what situations, do the organizational training programmes fail? (04 marks)

(Total 20 Marks)

04. (a) "Even if there are highly qualified managers in the organization there is a need for training them about organization's performance appraisal system ." Do you agree or not? Why? (04 Marks)

(b) "Appraisal interview is a human activity in which the supervisor and the subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths."

(i) Briefly explain the validity of this statement. (04 Marks)

(ii) Discuss the different types of appraisals interviews. Which type is most suitable and why? (06 Marks)

(iii) What actions that can be proposed to structure and conduct an effective appraisal interview? (06 Marks)

(Total 20 Marks)

05. (a) What do you mean by discipline? (02 Marks)

(b) Explain the importance of employee discipline for any organization. (06 Marks)

- (c) Differentiate between the minor violations and the serious violations of employees. (04 Marks)
- (d) Discuss the procedures of progressive discipline. (06 Marks)
- (e) What are the common problems that managers are likely to encounter by their subordinates? (02 Marks)

(Total 20 Marks)

06. (a) "Eliminating / Reducing the occupational accidents and occupational diseases in organizations is a significant activity to avoid unnecessary challenges." Discuss. (08 Marks)

(b) An effective compensation system enhances the organizational effectiveness. Do you agree this statement? Give reasons for your answer. (02 Marks)

(c) Explain the different method that can be used for the job evaluation and which method will you recommend as a suitable method? (08 Marks)

(d) Define 'Pay-for- Performance'. (02 Marks)

(Total 20 Marks)
