

**M.B.A Semester-II Examination**  
**HUMAN RESOURCE MANAGEMENT**  
**Paper-MBA/203**

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) ALL questions carry equal marks.  
(2) Figures to the right indicate marks.

**SECTION—A**

1. (a) Explain in detail the process of recruitment and selection and also state the relative merits and demerits of the internal and external sources of recruitment. 14

**OR**

- (b) Discuss the steps involved in Human Resource Planning (HRP). What is the strategic nature of HRP ? 14

**SECTION—B**

2. (a) What do you mean by employee empowerment ? How it is beneficial to the organization ? 7  
(b) Ample Pharma is a reputed pharma company. But now company is facing problems like increased absenteeism and low morale of employees. You are a HR Manager in a company. How will you create a proper motivational climate for the employees ? 7

**OR**

- (c) Explain and compare Herzberg's and Maslow's theory of motivation. 7  
(d) Suppose you are a team leader of a group of 15 young graduates who are appointed for software development. How will you empower your team members so that they remain inspired and motivated towards their work ? 7  
3. (a) Explain the concept of quality of work life and its importance. 7  
(b) Mr. Harsh is the HR head of Infotech Ltd. Since last one year his organization is facing a problem of attrition of marketing department staff. In an exit interview of these employees Mr. Harsh found that main reason behind this attrition is that employees are not satisfied with the reward system of the organization.  
Suggest proper reward system to Mr. Harsh so as to reduce this attrition rate. 7

**OR**

- (c) How reward system helps in improving organizational performance ? 7  
(d) How will you improve the 'Quality of work life' so as to retain key knowledge workers ? Explain with examples. 7

**SECTION—C**

4. (a) What do you mean by managing knowledge in organizations ? Why is it necessary ? 7  
(b) Discuss the key issues of international HRM. 7

**OR**

- (c) Discuss about virtual organization. 7
- (d) What is learning organization ? Explain its characteristics. 7

#### SECTION—D

5. Amit, a machine operator, worked as a mechanist for Sumit, the supervisor. Sumit told Amit to pick up some trash that had fallen from Amit's work area, and Amit replied : "I won't do the juniors work". Sumit replied "When you drop it, you pick it up".

Amit became very angry and abusive, calling Sumit a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Amit's comment.

Sumit had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents.

He talked to all employees in a weekly departmental meeting and to each employee individually at least once.

He stated that he was following the instructions of the general manager. The only objection came from Amit. Amit has been with the company for five years and in this department for six months.

Sumit has spoken to him twice about excessive alcoholism ; but otherwise his record was good. He was known to have quick temper. This outburst by Amit hurt Sumit badly.

Sumit told Amit to come to the office and suspended him for one day for insubordination and abusive language to a supervisor. The decision was within company policy, and similar behaviours had been punished in other departments.

After Amit left Sumit's office, Sumit phoned the IIR Manager reported what he had done, and said that he was sending a copy of the suspension order for Amit's file.

- (i) Analyse the case. 4
- (ii) What method of performance appraisal would you use in above case ? 5
- (iii) What are the different rating errors can occur while appraising performance of an employee ? 5