

programme for training the employees. How will you ensure that the training programme has been effective? (8)

4. (a) What is the difference between Performance Appraisal and Performance Management? Explain the BARS method of Performance Appraisal with help of an example. (7)
- (b) You are the General Manager–Human Resources at the ‘Chariot Inn’ a five star hotel. You have been assigned responsibility to see that the staff is well motivated to achieve the highest level of performance. What are several incentives and benefits that can be offered to employees to motivate them and retain them with the enterprise? (8)
5. Write short notes on any **three** : (5×3=15)
- (a) Process of HRP
- (b) Difference between job description and job specification.
- (c) Work life balance
- (d) Grievance procedure
- (e) Functions of Trade Unions

(500)

[This question paper contains 4 printed pages.]

Your Roll No.....

**Sr. No. of Question Paper : 2851**

Unique Paper Code : 61011405

Name of the Paper : Human Resource Management

Name of the Course : **Bachelor of Management Studies (BMS), 2019 (CBCS)**

Semester : IV

Duration : 3 Hours

Maximum Marks : 75

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
  2. Attempt **all** questions.
1. (a) “Managing Cultural Diversity among employees has become more significant in the light of changing global environment.” Comment. (7)
  - (b) Design a suitable procedure for selection of Sales Executives in a fast growing Financial Services company. Discuss the relevance of Employment tests and describe the type of employment tests you might use in the case. (8)

P.T.O.

2. (a) Aastha Enterprises is a large manufacturing firm. Hemant, the HR manager has been looking at the manpower position in the organisation. On investigation he finds that in the organization there are certain positions that need to be filled. Particularly they need to hire a Vice President-Marketing, five Management Trainees, an Accountant and a few Administrative Assistants. Discuss the sources of recruitment he should use for the above positions? (8)

(b) **CASE STUDY :**

Ramesh has been feeling frustrated of late and has put in his papers, barely four months after he took up his assignment as Materials Manager at Sigma Corporation. In his previous job at Public Sector Tristar Corporation Ramesh had considerable power and autonomy. He could even place an order for materials worth Rs. 25 lakh. He needed nobody's prior approval. Ramesh had left Tristar to join Sigma Corporation four months back. The plant is owned by a prestigious business house in India. Obviously perks, designation and reputation of the conglomerate lured Ramesh away from the public sector.

When he joined Sigma little did Ramesh realize that he needed prior approval to place an order

for materials worth Rs. 25 lakhs. He had presumed that he had the authority to place an order by himself as he used to do in the previous organization. He placed the order, the materials were arrived, received and used up in the plant.

Trouble started when the bill for Rs. 25 lakhs came from vendor. The accounts department withheld payment for the reason that the bill was not endorsed by his Senior Mr Kailash. Kailash refused to sign the bill as his approval was not taken by Ramesh before placing the order.

Ramesh was very unhappy. He was curtly told that he should have known company rules before venturing. He decided to quit the company. Do you think company has an effective orientation program? What should the formal orientation program include? (7)

3. (a) Do you think emphasis on career success and career planning is realistic in the competitive business environment of today? What is the importance of career planning? Describe the stages of career development. (7)

- (b) In Alpha Corporation the accounts receivable unit is switching to a new system of billing. As the HR manager of the organization, design a training