

5. (a) Do you agree that healthy industrial relations depend more on effective grievance handling and proper discipline procedures than on trade unions? Explain your answer with suitable reasons. (8)
- (b) Do you think on-the-job training methods are more effective than off-the-job training methods for improving employee skills and performance? Give reasons and examples to support your answer. (7)
6. (a) How far do you agree that effective Human Resource Planning is the foundation of organizational growth and what problems may arise if manpower planning is ignored by management? (8)
- (b) How far do you agree that fair wage policies and fringe benefits play a major role in reducing employee turnover and increasing organizational loyalty? (7)
7. Explain any **three** of the following :
- (a) Types of collective bargaining
- (b) succession planning
- (c) Six Sigma
- (d) HRIS (3×5)

(500)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 5754

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Unique Paper Code : 29240012019 / 2924000029

Name of the Paper : Basics of Human Resource Management (GE)

Name of the Course : BMS

Semester : II / IV / VI

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
 2. **All** questions carry equal marks.
 3. Attempt any **six** questions.
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1. Explain the role and status of a human resource manager in an Indian company facing the large exodus of its skilled and effective personnel to big multinational corporations setting up business in India. (15)
 2. According to you, should organizations rely more on internal sources of recruitment for filling vacancies or should they prefer external recruitment to bring fresh talent and new ideas? Explain both sides with suitable reasons. (15)

P.T.O.

3. Mariam has been a data processing supervisor for two years. She is in the process of selecting a candidate for a programmer trainee position she has created. Her plan is to develop the trainee into a system analyst within two years. Since this is a fast track, she needs a candidate whose aptitude and motivation are high.

Fourteen candidates applied for the job in the employment section of the human resource department. Six were women, eight were men. An employment specialist screened the candidates for Mariam using a carefully prepared interview format that included questions to determine job-related skills. Six candidates, three women and three men, were referred to Mariam.

Mariam then conducted structured, in-depth interviews and further narrowed the selection to one woman and two men. Her boss, a company vice president, agrees with her judgment after hearing Mariam's description of the candidates. However, Mariam's boss feels particularly unsure of the abilities of the female candidate. From the selection interview, past job experience and education, there is no clear indication of the candidate's ability to perform the job. The vice president is insistent that Mariam should screen the candidate with a programmer aptitude test devised by a computer manufacturing firm. The test had been

given four years ago, and some of the most successful current analysts had scored high on it.

Mariam went to the human resource department and asked them to administer the test to the 'questionable' candidate. The human resource manager informed her that the company policy had been to do no testing of any kind during the last two years. Mariam explained that the request had come from a vice-president and asked that she be given a decision on her request by Friday.

Questions :

(3×5)

- (i) Identify and evaluate the stages of the selection process reflected in the case.
 - (ii) If you were Mariam, what would you do?
 - (iii) Suggest a selection process which such organizations as that of Mariam's could adopt easily.
4. Do you believe that traditional appraisal methods such as ranking and confidential reports are still useful in modern organizations, or should they be completely replaced by modern methods like 360-degree appraisal and Management by Objectives (MBO)? Justify your answer. (15)