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Code: 13MBA1009

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)**

1 MBA II Semester Regular Examinations, July/August, 2014

HUMAN RESOURCE MANAGEMENT

Time: 3 Hrs

Max Marks: 60

**Answer any Five Questions
All questions carry EQUAL marks
Question No: 8 is compulsory**

1. "HRM policies and principles contribute to the effectiveness, continuity and stability of the organization." Comment.
2. Define the term Human Resource Planning(HRP) and its objectives and the HRP process in an organizational context.
3. What is Training? How the training needs in an organization are assessed? Explain few methods of training to employees.
4. What do you mean by performance appraisal ? Discuss the need for performance appraisal in an organisation.
5. What are the methods generally available to an organization for making wage payments? Discuss their suitability together with their merits and demerits.
6. What is meant by collective bargaining? What are it's objectives? Explain the collective bargaining process.
7. Define Human Resource Accounting(HRA) and explain different valuation models of HRA.
8. Case Study.

The president has called a meeting to get your feedback on Narayan, a department manager. Narayan is what some people call "from the old school" of management. He is gruff, bossy, and often shows an "it's my way or the highway" attitude. Narayan is about five years from retirement.

Narayan has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Narayan is "rude" during meetings and doesn't let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff "critically" or "negatively" to other managers.

But Narayan also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the company and lets people know this by his arrival each day at 6:30 a.m. and his departure at 6:00 p.m. He has been with the company for 32 years and he reports directly to the president. Narayan has gone to the HR department and complained that the people his supervisors hire are not a good fit for the company. The new employees don't listen and they have a poor work ethic. Narayan feels that HR should do a better job screening people.

Questions

1. What suggestions do you have for the president on how to coach Narayan and develop a personal improvement plan?
2. What areas would you suggest be first on Narayan's improvement plan?
3. What kind of timetable would you put in place?
4. How about milestones and consequences? How should Narayan be coached and by whom? Is it worth the effort, since he might be retiring soon?