

**AR13**

**Set-02**

**Code: 13MBA1009**

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

**1 MBA II Semester Regular / Supplementary Examinations, July – 2015  
HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hrs**

**Max Marks: 60**

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

1. Define HRM and explain the role of an HR manager in an organization.
2. Define Human Resource Planning(HRP) and explain the prerequisites for a successful HRP in the context of an organization.
3. Explain the various stages involved in the selection process of candidates for jobs in an organization.
4. Briefly outline the steps involved in conducting a training program in a systematic way.
5. Elaborate Maslow's motivation theory and its relevance in the era of Globalisation.
6. What is a grievance? Why do organizations require grievance redressal procedure? Examine the elements of grievance redressal procedure.
7. What is e-HR? What are the advantages of e-HR business solutions? Examine some of e-HR activities that are being implemented recently in Indian organisations.
8. Case Study;  
Alfa Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary.

Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued all together

**Questions:**

1. How far do you agree with the management that performance appraisal should be discontinued?
2. If you were the HR manager, how would you tackle the situation?
3. What modifications would you suggest in the performance appraisal system of the company?