

Registration No :

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Total Number of Pages : 02

MBA
15MNG206

2nd Semester Back Examination 2018-19

HUMAN RESOURCE MANAGEMENT

BRANCH : MBA

Max Marks : 100

Time : 3 Hours

Q.CODE : F728

Answer Question No.1 (Part-I) which is compulsory, any EIGHT from Part-II and any TWO from Part-III.

The figures in the right hand margin indicate marks.

Part- I

Q1 Only Short Answer Type Questions (Answer All - 10) (2 x 10)

- Define manpower planning.
- What do you mean by role analysis?
- How do you determine yield ratio?
- State the causes behind wage differentials.
- What do you mean by horn effect?
- State the Residual Claimant Theory of Wage.
- Outline two objectives of sensitivity training.
- How a training programme will be evaluated effectively?
- Define Meta Competency.
- State the benefits of HR Outsourcing.

Part- II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- Differentiate between job description and job specification.
- "Employee selection is a process of elimination and not an evaluation." Justify.
- Outline three techniques of human resource forecasting.
- Design the pay slip of a Sales Manager.
- Discuss the process and objectives of 360 degree appraisal.
- Write brief note on executive compensation system in India.
- Explain the reasons behind mid-career crisis.
- Discuss the basic inputs required for TNA.
- Distinguish between suspension, lay-off, dismissal and superannuation.
- Briefly explain the Dunlop's System Theory of Industrial Relations.
- Is there any difference between PCN, HCN and TCN?
- Suggest effective measures for active engagement of employees.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** "Effective management of human resources is essential for the prosperity and welfare of an organization, a society and a nation." In the light of this statement, describe the role of human resource management. (16)
- Q4** What do you understand by job analysis? Discuss its main uses. Describe the techniques used for analyzing jobs. (16)
- Q5** Discuss the process of evaluating employee performance. Explain in brief three modern methods of performance appraisal adopted by the service providing organizations. (16)
- Q6** Define HRIS. What are the objectives behind development of HRIS by an organization? If you have given a chance, how do you design and implement HRIS effectively. (16)

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Total Number of Pages : 02

MBA
15MNG206

2nd Semester Regular / Back Examination 2017-18

HUMAN RESOURCE MANAGEMENT

BRANCH : MBA

Time : 3 Hours

Max Marks : 100

Q.CODE : C813

Q No 1 and 2 are compulsory and any four from the rest

The figures in the right hand margin indicate marks.

Answer all parts of a question at a place.

Q1

Answer the following questions:

(2 x 10)

- a) The meaning of the acronym HRM is :
A) Human relations management B) Humanistic resource management
C) Human resource Management D) Human Recruitment management
- b) _____ is considered as a strategic activity
A) Recruitment B) Productivity
C) Planning D) Designing
- c) _____ is defined as the record of outcomes produced on a specific job function or activity during a specific time period.
A) Performance B) Work function
C) Evaluation D) None of the above
- d) _____ is the personnel activity by means of which the enterprise determines the extent to which the employee is performing the job effectively.
A) Job evaluation B) Work evaluation
C) Performance evaluation D) All of the above
- e) a/an _____ is a plan or programmes to motivate individual or group performance.
A) Incentive scheme B) Promotion scheme
C) Reward D) None of the above
- f) _____ can be defined as a written record of the duties, responsibilities and conditions of job.
A) Job description B) Job specification
C) Job profile D) Job recording
- g) _____ appraisal done separately will provide feedback on the potential of these managers.
A) Potential B) Performance
C) Managerial D) General
- h) Executive recruiters are also called _____
A) Head hunters B) Staffers
C) Technical recruiter D) Employers
- i) HRM is more _____ whereas Personnel Management is slightly narrow
A) Complex B) Mechanical
C) Detailed D) Growth oriented
- j) Scope of the HRM includes
A) Retirement and separation of employees
B) Industrial relations
C) HR training and development
D) All of the above

Q2 Answer the following questions:

(2 x 10)

- a) Define and explain the concept of human resource management.
- b) Differentiate between recruitment and selection.
- c) Give the advantages and disadvantages of different sources of recruitment.
- d) Differentiate between performance appraisal and potential appraisal.
- e) What are the major factors that affect compensation?
- f) What are the various purposes of performance appraisal?
- g) Why maintenance of discipline is important in an industry?
- h) What are the major functions of trade union?
- i) What do you mean by talent management?
- j) What does competency mapping mean?

Q3 HRP is an important and complex part of the Human Resource Management process. In light of the above, explain the human resource planning process in detail. **(15)**

Q4 'Knowledge of the importance of compensation management makes you a hard core Human Resource Manager'. In light of this statement explain the objectives and criteria of compensation administration. **(15)**

Q5 Explain the process of performance management and analyse the role of a manager in making the process effective. **(15)**

Q6 What is meant by wage differentials ? Explain different types of wages. **(15)**

Q7 Define training evaluation. Critically analyse the Kirk Patricks model for evaluating training programmes effectiveness. **(15)**

Q8 Define a trade union. Write a short note on objectives and functions of trade union. **(15)**

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Total Number of Pages: 02

15MNG206

2nd Semester Regular Examination - 2016

HUMAN RESOURCE MANAGEMENT

BRANCH: MBA

QUESTION CODE: W 400

Time: 3 Hours

Max marks: 100

**Answer Question No.1 & 2 which are compulsory and any four from the rest.
The figures in the right hand margin indicate marks.**

Q1

Answer the following questions:

(2 x10)

- a) The 3P's of HRM include _____, process and _____.
- b) _____ involves moving employees to various positions in an organisation, whereas _____ is used to identify what the job holder does, how it is done and why it is done.
- c) _____ and _____ are successful informal methods of recruitment.
- d) _____ tests evaluate the skills and the knowledge that have been acquired, whereas _____ tests measure the effects of learning.
- e) _____, _____, and retrenchment are important separation procedures initiated by the employer.
- f) Human resource planning is concerned with the planning of manpower _____ and _____.
- g) Living wage lies between _____ and _____ wages.
- h) Compensation includes both _____ payments (such as salaries, commissions, and bonuses) and _____ payments (such as paid vacations, health and life insurance benefits, and retirement plans).
- i) Raters have a tendency to be liberal in their rating which is called _____ error and the reverse of it is called _____.
- j) Arbitration can be of two types, _____ and _____.

Q2

Answer the following questions:

(2 x 10)

- a) Distinguish between personnel and HRM functions.
- b) List few essential skills a HR Manager should possess.
- c) What is meant by the concept of "redundancy" in Human resource management? How is it different from "downsizing".
- d) Explain the concept of "broad banded pay structures". How is it related to manage employee performance?
- e) Explain the term glass ceiling.
- f) Elucidate various objectives of trade unions.
- g) Bring out the differences between HR and strategic HR.
- h) Define Induction? What are the key issues to be discussed in the employee induction program?

- i) Experts are of the opinion that we must pay the individual and not the job, Comment.
- j) Define competency mapping and list out some of its objectives.

Q3 What are the main risks to both the candidate(s) and the organisation of poor recruitment and selection processes and how might these be overcome. Is there a correlation between selection process and the attrition rate in the organisation ? Justify your answer. (15)

Q4 Critically evaluate the role of the performance appraisal as an effective management intervention to improve employee performance. Briefly describe the problems / errors encountered in performance appraisal (15)

Q5 Why is HRP more common among large organisations than among small ones? Outline the steps involved in the HRP process (15)

Q6 How far should training and development benefit the organization or the individual? Explain various methods of training. (15)

Q7 Career planning refers to the process of identifying and accomplishing the employees career objectives through a systematic way of skill identification, assessment and development. Justify. What are the major limitations of career planning ? (15)

Q8 Evaluate the role of the different actors of the industrial relations critically. Write an essay on the relevance of different approaches of Industrial relations with examples. (15)

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Total number of printed pages – 2

MBA
MGT 203

Second Semester Regular Examination – 2015

HUMAN RESOURCE MANAGEMENT

BRANCH : MBAR

QUESTION CODE : J 295

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory and any **five** from the rest.*

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10
- (a) What do you understand by human resource management and why is it needed ?
 - (b) Human resource is old wine in new bottle - Comment.
 - (c) "In the present scenario, HR managers perform a variety of responsibilities", List them.
 - (d) Define strategic human resource management. List the benefit it offers.
 - (e) Contrast the structured and unstructured forms of interview.
 - (f) What are the different forms of error encountered in performance appraisal ?
 - (g) Job analysis comprises three distinct components, Name and define them.
 - (h) Bring out the differences between training and development.
 - (i) What are bases on which promotion be made ?
 - (j) What do you mean by talent management ?

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2. What are the various sources of recruitment ? Discuss their relative merits and demerits 10
3. Human resource planning is a pre requisite for effective Management of human resources of an organization. Is it true ? Explain the human resource planning process in detail. 10
4. 'It is vitally important that management should have a policy with respect to training and that this policy should be well defined and clear cut', Elaborate the statement. Discuss various methods of training and the important considerations in evaluating training effectiveness. 10
5. "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance". In light of the above statement briefly discuss the need, objectives and uses of performance appraisal. In your opinion, how often should an employee be evaluated and by whom ? 10
6. Industrial unrest is similar to a disease that demands cure and prevention rather than suppression. Do you agree ? Justify your answer. What are the objectives of good Industrial relations ? Suggest few steps to promote Industrial harmony in India. 10
7. Define wages. Differentiate between minimum wage, fair wage and living wage. Explain various methods of wage payment. 10
8. State very briefly the distinguishing features of job analysis, job description, job specification and job evaluation. What are the major objectives of job evaluation ? 10

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Total number of printed pages – 3

MBA
MGT 203

Second Semester Regular Examination – 2014

HUMAN RESOURCE MANAGEMENT

BRANCH(S) : MBA

QUESTION CODE : F 485

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory and any **five** from the rest.*

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10

- (a) Differentiate between traditional HRM and Strategic HRM.
- (b) Mention the major objectives of HRM.
- (c) What are the major informations obtained from Job analysis ?
- (d) Bring out the differences between internal equity and external equity.
- (e) Explain two rating errors.
- (f) What are the major objectives of talent management ?
- (g) What do you mean by career planning ?
- (h) What are the major bases of promotion ? How does it differ from demotion ?
- (i) Define job evaluation.
- (j) What is meant by transfer ? When can transfers be made ?

2. **Case study :**

Krishan Sahay is the owner of Newage computers headquartered at Delhi with branches at Lucknow, Patna and Jaipur. He asked Premkumar, a senior employee of the firm to head the Lucknow branch. The firm has been quite

P.T.O.

successful since its inception in 1990, but has witnessed high turnover among its younger staff in the last three years. Krishan Sahay is convinced that the problem is not salary, because a recent survey indicated that the firm's salary structure is competitive with that of the major firms. Baffled by this incomprehension, Krishan Sahay asked Premkumar to find out the reasons. Having settled in Lucknow, Premkumar met the four senior managers of the firm to determine why the branch had such a high turnover among the younger staff, Krishna, age 46 states that the younger staff lacks dedication and fails to appreciate the career opportunities provided by the firm. Rajender, age 50 says the younger employees are always complaining about the lack of meaningful feedback on their performance and many have mentioned that they would like to have a sponsor in the organization to assist with their development. Rajender further explains the firm does provide performance rating to its staff and the previous manager had always maintained an open door policy. Manoj, age 42 says he has received complaints that training is not relevant and is generally monotonous. He explains that various persons who worked with training from time to time acted mainly on guidance from Delhi. Shailaza, age 36 says she believes that the root cause of the problem is the absence of an HR department. However she says that when the idea was mentioned to the owner in Delhi, it was summararily rejected.

Questions :

- (a) Do you think the firm needs an HR department ? Why ? If, yes, what should be its role. 5
- (b) How would you sell the idea of HR Department to the owner of the firm, Krishan Sahay ? 5
3. "As organizations become more global HRP becomes more important and complex." In light of the above, explain the human resource planning process in detail. 10

4. Distinguish between training, development and education. "Training like any other HR function, should be evaluated to determine its effectiveness." Explain. 10
5. With reference to performance appraisal / assessment, explain the following : 10
- (a) Management by Objectives
- (b) 360 degree appraisal.
6. Explain the concept of Industrial relation . Discuss the various approaches to Industrial relations. 10
7. What do you understand by employee compensation. What is the difference between time and piece wage methods ? When is, in your opinion, one suitable ? 10
8. Define the term "Recruitment". Explain various sources of recruitment in detail. 10
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Total number of printed pages – 4

MBA
MBA 203

Second Semester Examination – 2013

HUMAN RESOURCE MANAGEMENT

QUESTION CODE : A 462

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.
The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2×10
- (a) Precisely explain two functions of HRM.
 - (b) Briefly highlight the effect of technology on HRM practices in an organization.
 - (c) Bring out the difference between HR and strategic HR.
 - (d) Give two objectives of HRP.
 - (e) Differentiate between job description and job specification.
 - (f) What do you understand by BARS and assessment centre ?
 - (g) Precisely explain one advantage and one disadvantage of 'voluntary retirement' as a mode of separation.
 - (h) Briefly explain two points regarding the legal issues in performance appraisal with an example.
 - (i) What do you understand by 'Broadbanding' and 'compensable factors' ?
 - (j) Establish briefly the difference between unitary, pluralistic and radical approach of IR.

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2. Case study :

First Indian BPO was started in the year 2000 by Chandran, a first generation entrepreneur and the CEO of the company. Initially, the company provided non-voice based services to its clients in Australia. However, the real breakthrough came when the company bagged a 300 FTE (full time equivalent employees) voice based call support contract for an Australian health care business solution provider. The employees were supposed to answer the incoming calls and address the customers' evinced interest to take an enhanced coverage. The company was able to manage the performance in the non-voice based business as the employees were only required to fill in the customer insurance application forms on the system, based on the scanned filled-in forms received. However, the company found tracking and appraising the performance of employees in the voice-based business, a different ball game altogether.

Chandran called his HR manager and advised him to develop a framework to manage and review the performance of the employees. The HR manager arrived at the following framework for performance appraisal after conducting job analysis and holding a series of discussions with the operations manager :

- Employees would state the generic goals and objectives at the beginning of the year.
- Employees would record their daily performance on the following metrics :
 - Average hold for the customers
 - Revenue per hour
 - Number of calls per hour
 - Average handle time
 - Customer satisfaction rating.
- Employees would capture the aforementioned details on a daily basis. The team leaders (the first line managers of employees) would randomly audit these details to check their authenticity.
- Managers would appraise the employees on a monthly basis through one-to-one meetings.

- Managers would evaluate the employees on all the aforementioned parameters.
 - The company would coach and counsel employees on career development aspects.
 - The company would rate the employees on a performance scale of 1-5 as follows :
 - Rating 1: Excellent
 - Rating 2 : very good
 - Rating 3 : Good
 - Rating 4 : Satisfactory
 - Rating 5 : Needs improvement
 - The company would place employees with ratings 4 and 5 with performance improvement plans(PIP) of one month to coach and mentor them for better performance.
 - At the end of one month, if the performance improved in all the parameters, the company would pull out employees from the PIP.
 - If the employees performance does not improve after one month, the company would extend the PIP by another one month.
 - If the performance improves after the extended one month, the company would pull out the employee from the PIP. If there is no improvement, they would be put in a disciplinary action process. At the end of the enquiry process, if it is established that inspite of all the required support, there is no improvement, the company would give the employees an option to resign or it would terminate them.
- (a) Briefly analyze the performance appraisal process at First India BPO, emphasizing on whether it is effective and whether it is employee friendly. 5
- (b) Can you suggest any improvement in the cited process ? 5

3. Analyze the challenges for HR personnel in the IT industry. 10
4. As a recruitment manager, you have the task of recruiting 20 management trainees (10 in marketing, 5 in HR, 1 in production, 2 in Finance) for your organization, which is a FMCG company having branches in various parts of the country. Make a recruitment plan, having sub plans for each of the occupational area mentioned. 10
5. Experts are of the opinion that we must pay the individual and not the job. Comment. 10
6. Explain the role and importance of trade unions in the present business environment. 10
7. A growing number of employees are reluctant to accept overseas assignments. Why do they refuse? What benefits, services and facilitation would you offer to them to accept such offers? 10
8. As a training manager, you have been asked to train 50 employees to use personal computers. What factors would you consider in designing the programme? 10

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Total number of printed pages – 3

MBA
MBA 203

Second Semester Examination – 2012

HUMAN RESOURCE MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 and 2 which are compulsory and any **four** from the rest.
The figures in the right-hand margin indicate marks.

1. Answer the following questions :

2 × 10

(a) The role of an HR manager is not just to hire, train and get paid for the work done but it also plays a crucial role as a dept in any org structure. Enumerate the importance of HRM in this line.

(b) What are the objectives of HRM ?

(c) What do you mean by corporate strategies ?

(d) Define Human Resources Planning. What is Human Resource Inventory ?

(e) Differentiate between placement and induction.

(f) What is HRIS ?

(g) What is the difference between assessment centres and psychological appraisals in determining a good appraisal system ?

(h) State the factors which affect wage fixation.

(i) What is repatriation ?

(j) How can performance appraisal be made more effective ?

2. CASE STUDY :

10

Pupu Agarwal is a bright , popular and well informed Electronics engineer who graduated with an engineering degree from the IIT, Delhi in July, 2009. After her

graduation she went out on many job interviews, most of which she thought were courteous and reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was, therefore with great anticipation that she looked forward to an interview with the one firm in which she most wanted to work, ARS Electronics Ltd. She firmly believed that the best use of her training and skills lay in working for a firm like ARS, where she thought she could have a successful career.

69 The interview however was a disaster. Pupu walked into a room in which five men, including the president of the company, two vice presidents, the marketing director and another engineer, began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from unnecessarily discourteous to irrelevant like. Are you planning on settling down and starting a family any time soon? Then, after the interview she was interviewed by two of the gentlemen exclusively on her technical expertise. She thought that these later discussions went fairly well. However, given the apparent aimlessness and even mean spiritedness of the panel interview, she was astonished when several days later she got a job offer from the firm.

The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she would be doing, the industry and the firm's location. And in fact, the president had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been intentionally tense to see how she would stand up under pressure and if so, why they would do such a thing.

Questions :

- (a) Do you think the panel interview reflected a well thought out interview strategy on the part of the firm or carelessness on the part of the firm's management?
- (b) What would you do to improve the interview process at ARS Electronics? What questions would you ask while interviewing candidates for the job?

3. Human resource Planning is viewed as foreseeing the human resource requirements of an organization and supply of human resources. Justify with special emphasis on the need and objectives of human resource planning. 10

4. "Accurate appraisal of performance is very difficult". In the light of this statement discuss the problems in performance appraisal. 10

5. Enumerate the importance of compensation in motivating and retaining employees. What are the factors to be considered while determining compensation structure of any organization. 10

6. Explain briefly important interview techniques used for selecting supervisory and managerial staff. 10

7. What do you understand by the term Industrial Relations ? Discuss the main approaches to the study of Industrial Relations. 10

8. "Training managers need to make a clear distinction between their activities (number of programmes conducted and the trainees feedback) and the training outcomes, which is beneficial to the organization. Lack of such perspective has led to the poor image of the training function and of the training managers". Critically examine the above statement and explain how training managers could develop a Return on Investment (ROI) approach to the training function. 10

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Total number of printed pages – 3

MBA

MBA 203/MBC 203

Second Semester Examination – 2011

HUMAN RESOURCE MANAGEMENT

Full Marks – 70

Time : 3 Hours

Answer Question No. 1 which is compulsory and any **five** from the rest.

The figures in the right-hand margin indicate marks.

1. Answer the following questions : 2 × 10
 - (a) What do you understand by HRM ? Why is it needed ?
 - (b) What is job enrichment ? When and how a job should enrich ?
 - (c) What is an interview ? What purposes does it serve ?
 - (d) What are the major objectives of employee training ?
 - (e) What is Executive Development ?
 - (f) Define Empowerment.
 - (g) Distinguish between performance appraisal and job evaluation.
 - (h) What do you mean by “wage differential” ?
 - (i) What is “Collective Bargaining” ?
 - (j) Define a trade union. Why do workers join union ?
2. Naik, AGM Materials, is fuming and fretting. He bumped into Kamath, GM Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly.

Naik has reason for his sudden outburst. He has been driven to the wall. Perhaps, details of the story will tell the reasons for Naik's bile and why he put in his papers, barely four months after he took up his present assignment.

The year was 1995 when Naik quit the prestigious SAIL plant at Vishakapatnam. As a manager materials, Naik enjoyed powers – he could even place an order for materials worth Rs. 25 lakh. He needed nobody's prior approval.

Naik joined a pulp-making plant located at Harihar in Karnatak, as AGM Materials. The plant is a part of the multi-product and multiplant-conglomerate owned by a prestigious business house in India. Obviously, perks, designation and reputation of the conglomerate lured Naik away from the public sector steel monolith.

When he joined the eucalyptus pulp making company, little did Naik realise that he needed prior approval to place an order for materials worth Rs. 12 lakhs. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker. He placed the order, materials arrived, were received, accepted and used up in the plant.

Trouble started when the bill for Rs. 12 lakh came from the vendor. The accounts department withheld payment for the reason that the bill was not endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Naik before placing the order.

Naik felt fumigated and cheated. A brief encounter with Kamath only aggravated the problem. Naik was curtly told that he should have known company rules before venturing. Naik decided to quit.

Questions :

- (a) Does the company have an orientation programme ? If yes, how effective is it ? 5
- (b) If you were Naik what would have you done ? 5
3. Human Resource Management is a staff function but a line responsibility ? Comment. 10
4. What is job description ? How does it differ from job specification ? Explain their usage for recruitment and selection process. Support your explanation through suitable examples. 10

5. It is often said that "No wise management will spend too much effort / money in training employees" because well trained employees have a higher rate of mobility and therefore greater chance of leaving their present organization for better opportunities". Give your comments with supportive examples / arguments. 10
6. Explain why traditional methods of performance appraisal are fast becoming irrelevant particularly in high tech organization. Illustrate with example the new methods and tool of performance appraisals which are most suitable to motivate employees in the changing environment. 10
7. Why do Industrial Disputes arise ? Explain the concepts of Industrial Relations. Discuss the machinery for prevention and settlement of industrial disputes in India. 10
8. Multiplicity of trade union has inhibited development of healthy industrial relation in India. Comment. Suggest measures to improve trade union movement in the country. 10

Total number of printed pages – 3 MBA(New/Old)

MBC 202/MPC 1007

Second Trimester Examination – 2010

HUMAN RESOURCE MANAGEMENT

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory
and any **five** from the rest.*

*The figures in the right-hand margin
indicate marks.*

1. Answer the following questions : 2×10
- (a) What do you mean by strategic HRM ?
 - (b) Outline the challenges for HR managers in 21st Century.
 - (c) What are the uses of job analysis ?
 - (d) Outline the objectives of Compulsory Notification of Vacancies Act, 1959.

P.T.O.

- (e) What is employee leasing ?
 - (f) What is criterion-related validation ?
 - (g) What is the compensation in case of lay off and retrenchment ?
 - (h) What are the objectives of grid training ?
 - (i) What are the characteristics of BARS ?
 - (j) What is central tendency error in appraisal ?
2. What are some of the factors that have increased the organizational status of the HR function ? 10
3. What general guidelines should the HR specialist use when deciding how many and what sources of job information to use in a job analysis project ? 10
4. Think of a job that seems hard to fill in your local labour market. Using a wide variety of methods, design a recruitment campaign to attract candidates to this job. 10

5. What is content validation ? What sort of information might be sought in a content validation process ? 10
6. Compare and contrast ranking versus rating systems of assessment and management in terms of their advantages and disadvantages. 10
7. What is MBO ? What are its steps ? Suggest the procedure of introducing MBO in an organization. 10
8. Write notes on : 5×2
- (a) Transfer
 - (b) Sensitivity training.