



Name : .....

Roll No. : .....

Invigilator's Signature : .....

**CS/BBA (H)/SEM-5/BBA-503/2011-12**

**2011**

**HUMAN RESOURCE MANAGEMENT – II**

*Time Allotted : 3 Hours*

*Full Marks : 70*

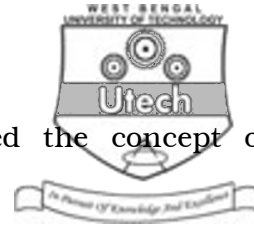
*The figures in the margin indicate full marks.*

*Candidates are required to give their answers in their own words as far as practicable.*

**GROUP – A**

**( Multiple Choice Type Questions )**

1. Choose the correct alternatives for any *ten* of the following : 10 × 1 = 10
- i) The objective of out-bound training is to train the employees about
    - a) organizational values and procedures
    - b) leadership skills
    - c) risk taking and adventure, team development
    - d) motivation & career planning.
  - ii) Which one of the following is *not* related to Personality Development Programme ?
    - a) Etiquette
    - b) Body language
    - c) Communication skills
    - d) Subject knowledge.



- iii) Who among the following developed the concept of Managerial Grid ?
- a) Robert Blake & Jane Mouton
  - b) Renesis Likert
  - c) Tannenbaum & Schmidt
  - d) Kurt Lewin.
- iv) Apprenticeship Training is designed after the Apprenticeship Act. Which year was the Act passed ?
- a) 1951
  - b) 1971
  - c) 1961
  - d) 1941.
- v) Training Need Analysis is carried out at three levels. Which one of the following is *not* a level of Training Need Analysis ?
- a) Person Analysis
  - b) Task Analysis
  - c) Organizational Analysis
  - d) Reaction Analysis.
- vi) As the job becomes more complex the importance of employee development also
- a) terminates
  - b) increases
  - c) decreases
  - d) declines.
- vii) In which category the emphasis is on achieving through group processes and dynamics ?
- a) Vestibule
  - b) Group process
  - c) Experimental
  - d) Lecture method.
- viii) Which method attempts to duplicate on-the job situation in a company ?
- a) Technical training
  - b) Vestibule training
  - c) Behavioural training
  - d) Coaching.



- ix) Human relation seeks to emphasize ..... aspects of work.
- a) Technical
  - b) Employer
  - c) Economic
  - d) Employee.
- x) Which programme has the following advantages ?
- Skilled work force is maintained.
  - Immediate return can be expected.
- a) Vestibule training
  - b) Simulation training
  - c) On the job training
  - d) Psychological training.
- xi) Which method is generally used to collect employee opinions about the factors which affect morale and their effect on personal objectives ?
- a) Focus group
  - b) Brainstorming
  - c) Interview method
  - d) Questionnaire method.
- xii) Performance Appraisal is a primary HRM process that links employees and organizations and provides input for other processes through which means ?
- a) Identification, Measurement, Management
  - b) Assessment, Direction, Development
  - c) Recruitment, Selection, Onboarding
  - d) Skill, Effort, Responsibility.

**GROUP – B**

**( Short Answer Type Questions )**

Answer any *three* of the following.      3 × 5 = 15

2. Compare training with development.
3. MDP is only important for the top level. What are your views ?

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4. Write a note on competency mapping.
5. The '360 degree' appraisal method collects feedback from whom, about whom, why ?
6. Indicate the importance of sensitivity training for an organisation.

### GROUP – C

#### ( Long Answer Type Questions )

Answer any *three* of the following.  $3 \times 15 = 45$

7. Suggest a training program / workshop for feedback skills. Which one is better — mentoring or coaching ? How would you terminate an employee who is not performing ?  $9 + 2 + 4$
8. How many methods are used to pay employee ? What are compensation and benefit setups for senior positions at the industry level ?  $9 + 6$
9. What is promotion ? Indicate the purposes of employee promotion. Examine the pros and cons of both 'Merit and Seniority' basis of promotion in an organisation.  $3 + 4 + 8$
10. a) Explain the term 'career planning'.  
b) Outline and discuss the career stages.  
c) What problems may be encountered in career planning ?  $4 + 6 + 5$
11. Write short notes on any *three* of the following :  $3 \times 5$ 
  - a) Role playing
  - b) Succession planning
  - c) Multi-skilling
  - d) Personality development programme
  - e) HR audit.