47 (4) HURM 4-1

2014

HUMAN RESOURCE MANAGEMENT

Paper : 4-1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer the following :   1×10=10

    (A) Fill in the blanks :

        (i)   Lateral movement of employees from one job to another is known as _____ . (transfer / promotion)

        (ii) _____ is said to take place when the individual is internally motivated. (Development / Training)

        (iii) Termination of service by an employer by serving a notice is known as _____ . (resignation / dismissal)

Contd.

1

(iv) The concept of Management by Objective (MBO) was propounded by _____ . (F. W. Taylor / Peter F. Drucker)

(v) _____ is a statement of the minimum levels of qualifications, skills etc for performing a job effectively. (Job description / Job specification)

(B) State True **or** False :

   (vi) Sensitivity training is also known as T-Group training.

   (vii) The Forced-Choice method of performance appraisal was evolved by Tiffen.

   (viii) Retrenchment means denial of employment to employees for reasons beyond the control of employer.

   (ix) Theory X and Theory Y of motivation was formulated Fredrick Herzberg.

   (x) The famous Hawthrone experiment was conducted by Prof. Elton Mayo.

2.   Answer the following : *(any five)*   2×5=10

   (i) What is Human Resource Management ?

   (ii) What is Job Design ?

(iii) What is Placement ?

(iv) Write *two* points of distinction between Job Enlargement and Job Enrichment.

(v) What do you mean by Succession Planning ?

(vi) Write *two* principles of Personnel Policies.

3.   Answer the following : *(any four)*

   (i) In the light of the fast changing environment, explain the various challenges to Personnel Management.   5

   (ii) Explain the need of a good Human Resource Planning.   5

   (iii) Differentiate between Training and Development.   5

   (iv) Write a note on the qualities and qualifications of a personnel manager.   5

   (v) What is Induction ? Explain the elements of a good induction programme.   2+3=5

   (vi) Discuss Herzberg's Motivation Hygiene Theory.   5

   (vii) What is Job Description ? What are the contents of Job Description ?   2+3=5

1. Answer the following : *(any five)*

(i) Explain the various managerial and operative functions of Human Resource Management. 8

(ii) What is selection ? Explain the selection process. 2+6=8

(iii) What is Job Evaluation ? What are the advantages and disadvantages of Job Evaluation ? 2+3+3=8

(iv) State *two* purposes of Performance Appraisal. Explain performance appraisal process. 2+6=8

(v) What do you mean by Employee Development ? Explain the various on-the-job training methods. 2+6=8

(vi) Discuss the various internal and external sources of recruitment. 8

(vii) Discuss the evolution and development of Human Resource Management. 8

(viii) What do you mean by Employee separation ? Explain the various forms of employee separation. 2+6=8

The figures in the margin indicate full marks for the questions.

1. Answer the following : $1 \times 10 = 10$

    (A) Fill in the blanks :

        (i) The famous Hawthrone experiment was conducted by _____ .
(Prof. Elton Mayo / F. W. Taylor)

        (ii) _____ is considered to be the first to adopt humanistic and paternalistic approach towards workers. (Robert Owen / Mary Parker Follet)

(iii) Human Resource Planning at _____ covers population projections.
(national level / sector level)

(iv) _____ is a statement of the minimum levels of qualifications, skills etc. for performing a job effectively.
(Job description / Job specification)

(v) Projective test is a sub-division of _____. (Ability tests / Personality tests)

(B) State True *or* False :

(vi) The contingency approach to HRM believes that there is no one way of managing, that works perfectly in all situations.

(vii) Sensitivity training is also known as T-group.

(viii) Programmed Instructions is a knowledge based training.

(ix) The need for a affiliation in McClelland's Need Theory is concerned with making impact on others.

(x) Check-list is a modern method of Performance Appraisal.

2. Answer the following :   2×5=10

(i) State *two* needs of Human Resource Management.

(ii) What do you mean by Human Resource Planning ?

(iii) State *two* importance of morale in an organisation.

(iv) What do you mean by Job Evaluation ?

(v) State *two* points of distinction between Job description and Job specification.

3. Answer the following : *(any four)*

(i) Explain the operative functions of Human Resource Management.   5

(ii) What do you mean by Job Design ? Explain the various methods / techniques of Job Design.   1+4=5

(iii) State and explain the advantages and disadvantages of Internal sources of recruitment.   5

(iv) What do you mean by demotion ? Discuss the various causes of demotion. 2+3=5

(v) Explain McClelland's Need Theory of Motivation. 5

(vi) Discuss the process of Performance Appraisal. 5

4. Answer the following : *(any five)*

(i) What is selection ? Explain the various steps involved in the selection process. 2+6=8

(ii) Trace the history of evolution and development of Human Resource Management. 8

(iii) What do you mean by Personnel Policy ? State the need and importance of Personnel Policy in an organisation. 2+6=8

(iv) What do you mean by Job Analysis ? Discuss the various methods of gathering information under job analysis. 2+6=8

(v) Explain the various On-the-Job and Knowledge-based methods of training. 4+4=8

(vi) What do you mean by separation ? Explain the various forms of separation. 2+6=8

(vii) Write short notes : *(any two)* 4×2=8

(a) Barriers to Human Resource Planning.

(b) Measures to make an Induction Programme effective.

(c) Qualities of a Personnel Manager.

(d) Absenteeism.

(viii) Explain *two* modern methods of Performance Appraisal. State the differences between Job Evaluation and Performance Appraisal. 4+4=8

———

2012

HUMAN RESOURCE MANAGEMENT

Paper : 4·1

Full Marks : 80

Time : Three hours

**The figures in the margin indicate full marks
for the questions.**

1. Answer the following :   1×10=10

   (A) Fill in the blanks :

   (i) _____ and his companions conducted Hawthorn experiments. (Robert Owen / Prof. Elton Mayo)

   (ii) A _____ is a predetermined and accepted course of thought and action. (Policy / Procedure)

   (iii) The _____ involves the appraising of present key personnel and cataloguing their characteristics without reference to specification to a particular position. (Manpower inventory / Manpower planning)

(iv) ———— is a statement of minimum acceptable human qualities necessary to perform a job properly. (Job specification / Job analysis)

(v) In ———— a list of questions to be asked by the interviewer is prepared in advance on the basis of an analysis of job specification. (Guided Interview / Directed Interview)

(B) State True or False :

(vi) Classification Method of job evaluation is also known as Grading Method.

(vii) The Forced Choice Method of performance appraisal was evolved by Tiffen.

(viii) Hygiene factors do not produce positive results but prevent negative results.

(ix) Theory X emphasises on cooperation between management and employees.

(x) In vestibule training, a training centre is set up and actual job conditions are duplicated or simulated in it.

2. Answer the following : (any five)   2×5=10

(i) State two natures of Human Resource Management.

(ii) Define Personnel Management.

(iii) State two characteristics of a sound Personnel Policy.

(iv) State two objectives of Human Resource Planning.

(v) What do you mean by Succession Planning ?

(vi) State two objectives of Job Analysis.

3. Answer the following : (any four)   5×4=20

(i) Explain the various techniques of data collection under Job Analysis.

(ii) Explain the various factors affecting recruitment.

(iii) Discuss the various types of selection interviews.

(iv) How can you make an induction programme effective in an organisation ? Explain.

(v) Explain the benefits of training to an organisation and to the individual.

(vi) State *three* advantages and *two* disadvantages of Job Evaluation.

4. Answer the following : *(any five)*

(i) State the meaning of Performance Appraisal. Describe *four* traditional methods of performance appraisal. 2+6=8

(ii) Write notes on : 4+4=8

 (a) Vroom's Expectancy Theory

 (b) Porter and Lawder Model of Motivation.

(iii) What do you mean by Job Evaluation ? State *two* points of distinction between Job Evaluation and Performance Appraisal. Explain the Grading method of job evaluation along with its advantages and disadvantages. 2+2+4=8

(iv) What do you mean by Employee Separation ? Explain the various forms of employee separation. 2+6=8

(v) State the meaning of Job specification and Job Description. Discuss the contents of Job Description. 2+2+4=8

(vi) Explain the various external factors constituting the Human Resource Management Environment. 8

(vii) What is Personnel Policy ? Discuss the objectives of Personnel Policy in an organisation. 2+6=8

(viii) State *two* importance of Human Resource Planning. Explain the Human Resource Planning process. 2+6=8

47 (4) HURM 4·1

2019

HUMAN RESOURCE MANAGEMENT

Paper : 4·1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer the following : 1×10=10

   (A) Fill in the blanks :

   (i) The basis of job design in Personnel Management is _____.
   (Teams/Division of Labour)

   (ii) _____ approach believes that there is no one way of managing, that works in all situations.
   (System/Contingency)

(iii) _____ refers to the resourcefulness and human aspect of the whole enterprise. (Manpower planning/ Human Resource Planning)

(iv) Process of examining the various components of a job and the circumstances in which it is performed is known as _____. (Job description/Job analysis)

(v) Sensitivity training is an example of _____ training method. (Simulation/Experimental)

B) State True **or** False :

(vi) According to Theory Y of motivation, people are by nature passive.

(vii) Job involvement involves or indicates the extent a worker identifies himself or herself with work.

(viii) 360-degree appraisal is a traditional method of performance appraisal.

(ix) Robert Owen is associated with the Social Responsibility Era of HRM.

(x) Horizontal expansion of a job is known as Job Enrichment.

2. Answer the following :   2×5=10

(i) Write *two* roles of a Personnel Manager.

(ii) Write *two* points of distinction between Human Resource Management and Personnel Management.

(iii) State *two* major objectives of Job Evaluation.

(iv) Write *two* major limitations of selection tests.

(v) Write *two* points of distinction between selection and recruitment.

3. Answer the following : *(any four)* 5×4=20

(i) Explain the various types/techniques of non-financial incentive.

(ii) Discuss the process of performance appraisal.

(iii) Discuss the need and importance of training in an organisation.

(iv) Elaborate the scope of Human Resource Management.

(v) Discuss the major obstacles of Human Resource Planning.

(vi) Write *three* advantages and *three* disadvantages of external source of recruitment.

4. Answer the following : **(any five)**

(i) Discuss the evolution and development of HRM. 8

(ii) What is Job Design ? Explain the various techniques of job design. 2+6=8

(iii) Write the various methods of data collection in Job Analysis. Distinguish between Job Description and Job Specification. 4+4=8

(iv) What is Employee Separation ? Explain the various forms of employee separation. 2+6=8

(v) Discuss *any five* traditional methods of Performance Appraisal. 5+3=8

(vi) Write short notes on : 4+4=8

    (a) McClelland's Need Theory

    (b) Vroom's Expectancy Theory.

(vii) Elaborate the employee selection process. 8

(viii) Explain the various managerial and operative functions of HRM. 4+4=8

———

(4) HHRM 4.1 /G   4   700

2016

HUMAN RESOURCE MANAGEMENT

Paper : 4·1

Full Marks : 80

Time : Three hours

***The figures in the margin indicate
full marks for the questions.***

1. Answer the following :   1×10=10

   (A) Fill in the blanks :

   (i) The _____ approach stressed the
        human use of human assets.
        (protective/human relations)

(ii) _____ is a linkage activity bringing together those with jobs and those seeking jobs. (Selection/Recruitment)

(iii) Assigning a specific rank and responsibility to an individual can be termed as _____ . (placement/induction)

(iv) Off the job training include _____ . (position rotation/vestibule training)

(v) In _____ method of job evaluation, all the jobs are ranked in order of importance. (Grading/Ranking)

3) State True **or** False :

(vi) According to Vrooms Expectancy Theory, motivation is determined by the nature of the people expect from their job performance.

(vii) Factor comparison method is a combination of ranking and point system of Job Evaluation.

(viii) Training is closely related with education and development.

(ix) The IQ intelligence test is calculated with the following formula

$$IQ = \frac{Actual\ Age}{Mental\ Age} \times 100$$

(x) Judgement test are based on pictures or incomplete items.

2. Answer the following :   2×5=10

(i) Write *two* operative functions of Human Resource Management.

(ii) Write *two* objectives of Human Resource Planning.

(iii) What is Job Design ?

(iv) Write *two* advantages of external source of recruitment.

(v) Write *two* important contents of Application Blank in the selection process.

3. Answer the following : *(Any four)*

(i) Explain the benefits of an Induction Programme.   5

(ii) Explain some important qualities of a Personnel Manager.   5

(iii) What is demotion ? Explain *three* major causes of demotion.   2+3=5

(iv) State and explain *five* major objectives of Job Evaluation.   5

(v) Write a note on non-financial incentives.   5

(vi) Explain *five* important contents of Job Description.   5

(vii) Explain *any two* approaches to Personnel Management.   2½+2½=5

4. Answer the following : *(Any five)*

(i) Explain the following *two* theories of motivation :   4+4=8

   (a) Vroom's Expectancy Theory

   (b) Porter and Lawler's Expectancy Theory.

(ii) What is Personnel Policy ? Discuss the need of a personnel policy in an organisation.   2+6=8

(iii) While designing a promotion policy, there is always the problem of fixing criterion before the management. Discuss and justify your answer.

8

(iv) Explain *any four* needs of training. Discuss the various knowledge based methods of training.   4+4=8

(v) Write about the major problems in performance appraisal. Explain *any two* modern techniques of performance appraisal.   4+4=8

(vi) Explain the various non-quantitative and quantitative methods of job evaluation.   4+4=8

(vii) Write *two* points of distinction between Job Analysis and Job Evaluation. Explain the various methods of collecting information for job analysis.   2+6=8

(viii) Write a comprehensive note on the evolution of Personnel Management.

8

———

2015

HUMAN RESOURCE MANAGEMENT

Paper : 4·1

Full Marks : 80

Time : Three hours

**The figures in the margin indicate
full marks for the questions.**

1. Answer the following :   1×10=10

   (A) Fill in the Blanks :

       (i)   Staffing is the ————— function of Human Resource Management. (managerial / operative)

       (ii)   Human Resource Management begins with ————— (Human Resource Planning / Recruitment)

       (iii) ————— refers to the process of collecting information about a job. (Job Evaluation / Job Analysis)

(iv) In ———— system of induction, an old employee introduces the new entrant in the organization. (Supervisory / Sponsor)

(v) Role Play is a ———— method of training employees. (Experimental / Simulation)

(B) State True **or** False :

(vi) Theory *X* assumes that people are not by nature passive or resistant to organisational goals.

(vii) Forced Distribution method of performance appraisal was evolved by Tiffen.

(viii) Job Simplification is an important part of job design.

(ix) Factor Comparison is a non-quantitative method of job evaluation.

(x) The first and immediate product of job analysis is job description.

2. Answer the following :   2×5=10

(i) What is Human Resource Planning ?

(ii) State the meaning of Job Evaluation.

(iii) State the meaning of Job Simplification.

(iv) State *two* causes of Demotion.

(v) What is Performance Appraisal ?

3. Answer the following : *(any four)*

(i) Explain the major objectives of Human Resource Management.   5

(ii) Explain the various characteristics of Personnel Management.   5

(iii) What are Personnel Policies ? Explain three needs of Personnel Policies.   2+3=5

(iv) Discuss the various steps involved in the Manpower Planning process.   5

(v) What are the different methods of gathering job information for job analysis ?   5

(vi) Explain the various advantages of internal sources of recruitment.   5

(vii) State and explain McClelland's Need Theory of motivation.   5

18

2018

HUMAN RESOURCE MANAGEMENT

Paper : 4·1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer the following :   1×10=10

(A) Fill in the blanks :

    (i) Human Resource Management is _____ in nature. (pluralist/ unitarist)

    (ii) Human Resource Accounting comes under the _____ function of HRM. (Maintenance/Control)

    (iii) The Behavioural Science Era gave importance on _____ leadership for achieving the standards of performance. (informal/formal)

(iv) _____ involves specifying the content and work methods involved in a job. (Job Analysis/ Job Design)

(v) _____ is a positive process. (Recruitment/Selection)

(B) State True **or** False :

(vi) Achievement tests measures the ability and skills of the testee.

(vii) The objective of depth interview is to make deliberate attempts to create strained conditions for the interviewee.

(viii) Point rating is a non-quantitative method of job evaluation.

(ix) Porter and Lawler's Expectancy Theory is an improvement over Urwick's Theory of motivation.

(x) Conducting performance appraisal on a regular basis is not compulsory.

2. Answer the following : *(any five)*

2×5=10

(i) Write *two* important qualities of a personnel manager.

(ii) Write *two* important assumptions of McGregor's Theory X.

(iii) What do you mean by Dry Promotion ?

(iv) What is 'Golden Handshake' ?

(v) Write *two* major drawbacks of Job Evaluation.

(vi) What is Executive Development ?

3. Answer the following : *(any four)*

5×4=20

(i) Explain the Human Resource Planning process.

(ii) Write *five* points of distinction between Job Evaluation and Performance Appraisal.

(iii) Write a note on Scientific Management Era of development and evolution of HRM.

(iv) Explain the major methods of data collection for Job Analysis.

(v) Explain the major objectives of a sound induction programme.

(vi) Discuss the various methods of simulation training.

Answer the following : *(any five)*

(i) State the meaning of Human Resource Management. Explain the various functions of Human Resource Management.

2+6=8

(ii) What is Human Resource Planning? What purposes HRP serves in an organisation? Explain.

2+6=8

(iii) Explain the *two* major aspects of Job Analysis. Discuss the major methods/techniques of Job Design.

4+4=8

(iv) Write and explain the various types of employment interview. What are the major limitations of an interview?

4+4=8.

(v) What is Separation? Explain the various forms of separation.

2+6=8

(vi) Explain *any two* modern methods of Performance Analysis. Write the major limitations of Performance Appraisal.

4+4=8

(vii) What is motivation? Explain the various non-financial incentive in motivation.

2+6=8

2017

HRM

Paper : 4·1

Full Marks : 80

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer the following :   1×10=10

   (A) Fill in the blanks :

   (i) Human Resource Management begins with _____.
   (Human Resource Planning/ Recruitment)

   (ii) The concept of Management by Objective (MBO) was propounded by _____.
   (F.W. Taylor/Peter F. Drucker)

   (iii) _____ is a statement of minimum levels of qualifications, skills etc. required for performing a job effectively. (Job Description /Job Specification)

(iv) Theory X and Theory Y of motivation was formulated by _____.

(Frederick Herzberg / Douglas McGregor)

(v) In _____ method of job evaluation, all the jobs are ranked in order of importance. (Grading / Ranking)

(B) State *True* **or** *False* :

(vi) Patterned Interviews are conducted to decide whether detailed interview will be required to screen the applicants.

(vii) Retrenchment means denial of employment to the employees for reasons beyond the control of employer.

(viii) The contingency approach to HRM believes that there is no one way of managing that works perfectly in all situations.

(ix) Check-list is a modern method of performance appraisal.

(x) Job simplification is an important part of Job design.

Answer the following :   2×5=10

(i) What do you mean by Human Resource Planning ?

(ii) Define Personnel Management. (quoting an authority)

(iii) State *two* causes of demotion.

(iv) Write *two* disadvantages of Internal sources of recruitment.

(v) Write *two* points of distinction between Job Enlargement and Job Enrichment.

3. Answer the following : **(any four)**

(i) Discuss the process of performance appraisal.   5

(ii) What do you mean by Job Design ? Explain the various methods/ techniques of Job Design.   1+4=5

(iii) What is Induction ? Explain the elements of a good induction programme.   2+3=5

(iv) Explain McClelland's Need Theory of Motivation.   5

(v) Write *five* points of distinction between Training and Development.   5

(vi) What is recruitment ? Explain the various factors that affect recruitment in an organisation.   1+4=5

(vii) In the light of fast changing environment explain the various challenges to Personnel Management.   5

4. Answer the following : *(any five)*

(i) Explain the various managerial and operative functions of Human Resource Management. 4+4=8

(ii) What do you mean by Employee Development? Explain the various on-the-job training methods. 2+6=8

(iii) Write short notes on : 4+4=8
   (a) Maslow's Need Hierarchy Theory
   (b) Vroom's Expectancy Theory.

(iv) What is Selection ? Explain the selection process. 2+6=8

(v) What do you mean by Employee separation ? Explain the various forms of Employee separation. 2+6=8

(vi) Discuss the Evolution and Development of Human Resources Management. 8

(vii) Discuss the various modern methods of performance appraisal. What are the major drawbacks/problems of performance appraisal system. 4+4=8

(viii) Write short notes on : *(any two)* 4×2=8
   (a) Barriers to Human Resource Planning
   (b) Qualities of a Personnel Manager
   (c) Absentism.

———

500

4

7 (4) 4·1/G