

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.
(For candidates admitted during the academic year 2011-2012)

SUBJECT CODE:11CM/MC/HR34

B.Com. DEGREE EXAMINATION NOVEMBER 2012
COMMERCE
THIRD SEMESTER

COURSE : MAJOR – CORE
PAPER : HUMAN RESOURCE MANAGEMENT
TIME : 3 HOURS **MAX. MARKS : 100**

SECTION A

Fill in the blanks: **(20x1=20)**

1. Organizations are made of _____.
2. _____ function is concerned with securing and employing the right kind and proper number of people for the organization.
3. _____ is analyzing a job to simplify the process and methods involved to improve productivity.
4. _____ implies the shifting of an employee from one job to another without any change in the jobs.
5. _____ is the process of receiving and welcoming an employee and giving him the basic information about the organization.
6. _____ methods are used for evaluating employee performance.
7. _____ gives the workers challenging and exciting tasks to perform.
8. QWL means _____.
9. Human Resource Audit is an Audit of _____.
10. _____ method of Training is used in technical areas.

True or False:

11. A process of obtaining all pertinent job facts is called Job Analysis.
12. Job Description helps in placement of new employee on a job.
13. Labour turnover refers to the rate of change in the workforce of an enterprise during a given time period.
14. Manpower Planning is cent percent accurate process.
15. OJT means Off – the – job Training.
16. Incompetence employees can be promoted.
17. BARS means Behaviourally Anchored Rating Scales.
18. Morale and Productivity are positively correlated.
19. Theory X and Theory Y of motivation was developed by William Ouchi
20. Temporary removal of an employee from the payroll of the organization is called Retrenchment.

SECTION B

Answer any 5 questions: (max. 500 words) **(5x8=40)**

21. Explain the objectives of Human Resource Management.
22. Explain the Process of Job Analysis.
23. Briefly explain the sources of External Recruitment.
24. Discuss the Selection Process.
25. What are the objectives of Performance Appraisal.
26. Explain Fringe Benefits.
27. Discuss 360 – Degree Feedback.

SECTION C**Answer the following: (max. 1200 words)****(1x20=20)**

- 28 Explain the methods of Performance Appraisal.

OR

Explain the importance of Ethics in Business and in Human Resource Management.

29. **Case Study**

(5x4=20)

Come appraisal time and one of the most debated aspects of completing the fair-and-square appraisal revolves around what is 'measured' and what is 'achieved'. And the fable of the Bees and The Bee Keepers is a very popular paradigm that often gets quoted at such times. It goes thus:

The Story: Once upon a time there were two beekeepers who each had a beehive. The beekeepers worked for a company called Bees Inc. The company's customers loved its honey and demand for the product was increasing. So Bees, Inc. assigned each beekeeper a goal for increased honey production. The beekeepers had different ideas about how to meet their goal and designed different approaches to improve the performance of their hives.

The first beekeeper established a bee performance management approach that measured the number of flowers each bee visited. At considerable cost of the beekeeper, and extensive measurement system was created to count the flowers each bee visited. He also provided feedback to each bee at mid-season on his individual performance. He also created special awards for the bees who visited the most number of flowers. However, the bees were never told about the hive's goal to produce more honey so that the company could increase honey sales.

The second beekeeper also established a bee performance management approach but this approach communicated to each bee the goal of the hive for increased honey production. The beekeeper and his bees measured two aspects of their performance: the amount of nectar each bee brought back to the hive and the amount of honey the hive produced. The performance of each bee and the hive's overall performance were charted and posted on the hive's overall honey production – the more honey produced, the more recognition each bee would receive.

At the end of the season, the beekeepers evaluated their approaches. The first beekeeper found that his hive had indeed increased the number of flowers visited, but the amount of honey produced by the hive had dropped. The Queen Bee reported that because the bees were so busy trying to visit as many flowers as possible, they limited the amount of nectar they would carry so that they could fly faster. Also, since only the top performers would be recognized, the bees felt they were competing against each other for awards. As a result, they would not share valuable information with each other that could have helped improve the performance of all the bees (like the location of the flower-filled fields they'd spotted on the way back to the hive). As the beekeeper handed out the awards to individual bees, unhappy buzzing was heard in the background. After all was said and done, one of the high performance bees told the beekeeper that if he had known that the real goal was to make more honey, he would have worked totally differently.

The second beekeeper, however, had very different results. Because each bee in his hive was focused on the hive's goal of producing more honey, the bees had concentrated their efforts on gathering more nectar in order to produce more honey than ever before. The bees worked together to determine the highest nectar yielding flowers and to create quicker processes for depositing the nectar they had gathered. They also worked together to help increase the amount of nectar gathered by the poorer performers. The Queen Bee of this hive reported that the poor performers either improved their performance or transferred to hive No. 1. Because the hive had reached its goal, the beekeeper rewarded each bee his portion of the hive incentive. The keeper was also surprised to hear a loud happy buzz and a jubilant flapping of wings as he rewarded the individual high-performing bees with special recognition.

1. What are the Strengths of the second beekeeper.
2. What are the factors you will consider for Performance Appraisal.
3. Performance should be awarded individually, group or both. Your view.
4. Which team performed the best and why.
5. Can a silent achiever be rewarded for his performance.

