

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.  
(For candidates admitted during the academic year 2008-2009 & thereafter)

SUBJECT CODE: CM/MC/HR34

**B.Com. DEGREE EXAMINATION NOVEMBER 2011**  
**COMMERCE**  
**THIRD SEMESTER**

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

**Section A**

**Fill in the blanks:**

**(20 x 1 = 20 Marks)**

1. \_\_\_\_\_ is a comprehensive, people oriented, action oriented and ongoing function.
2. \_\_\_\_\_, \_\_\_\_\_ and job enrichment are the techniques of job redesign.
3. \_\_\_\_\_ is the process of searching for prospective employees and encouraging them to apply for jobs in the organization.
4. \_\_\_\_\_ is the process of increasing the knowledge and skills for doing a particular job.
5. JIT means \_\_\_\_\_.
6. Seniority implies relative length of service in the \_\_\_\_\_.
7. Up gradation means movement of an employee to a higher pay scale without change of \_\_\_\_\_.
8. \_\_\_\_\_ is a logical and objective technique of ranking jobs and thereby removing wage inequalities.
9. State any one technique of job evaluation \_\_\_\_\_.
10. \_\_\_\_\_ measures what a person does.
11. Performance appraisal methods may be classified into \_\_\_\_\_ and \_\_\_\_\_.
12. Write the Expansion of BARS.
13. State any one popular theory of Motivation \_\_\_\_\_.
14. \_\_\_\_\_ and \_\_\_\_\_ administration seeks to provide justice to both employer and employee.
15. \_\_\_\_\_ refer to the benefits like paid holidays, housing etc. In addition to regular wage and salaries.
16. Providing welfare services within the establishment is called \_\_\_\_\_.
17. \_\_\_\_\_ leader exercises complete control over the subordinates.
18. \_\_\_\_\_ leader takes decision in consultation and participation with the subordinates.
19. \_\_\_\_\_ leadership involves complete delegation of authority so that subordinates themselves take decisions.
20. \_\_\_\_\_ theory is also called as Great man Theory.

**Section B**

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

**(5x8 = 40 Marks)**

21. Explain the uses of Job Analysis.
22. Describe the external sources of recruitment.
23. Why is employee training becoming increasingly necessary? Explain the benefits of training to employees.

- 24. Explain the merits and demerits of seniority based promotion.
- 25. Explain the factors affecting Wages.
- 26. State the causes of poor industrial relations and also give measures to improve.
- 27. Explain the styles of Leadership on the Managerial Grid.

**Section C**

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

28. Explain the various methods and techniques used to appraise employee performance.

**Or**

Compare Maslow’s theory and Herzberg’s theory of Motivation.

29. **Case Study (5\*4=20 marks)**

**DIAMOND INTERNATIONAL**

In 1991 the 325 employees who manufactured paper egg cartons at Diamond International plant in Palmer, Massachusetts, faced an uncertain future. Styrofoam containers were creating stiff competition, the recession was affecting profits adversely, and workers were worried about being laid off. Labour-management relations were strained at best. Over 65 per cent of the plant’s workforce felt that management did not treat them with respect, 56 per cent approached their work pessimistically, and 79 per cent thought they were not being rewarded for a job well done.

Then the personnel director of the Diamond plant devised a system of productivity incentives called the “100 Club”. It is disarmingly simple. Employees are allocated points in recognition of above-average performance. Any employee who works a full year without having an industrial accident is awarded 20 points; 100 per cent attendance is worth 25 points. Every year on February 2<sup>nd</sup> (the anniversary of the programme’s launching date), points the worker gets a light blue nylon jacket emblazoned with the company logo and badge signifying membership in the “100 Club”. Every one of the plant’s employees has now earned a jacket.

Those who accumulate more than 100 points can receive additional gifts. With 500 points, employees can choose from such items as blender, cooking accessories, a wall clock, or a cribbage board. Diamond’s management is quick to point out that none of the prizes is beyond the purchasing power of the workers; the real value is this: It’s a sign of appreciation from the company. “For too long, the people who have got the majority of attention have been those who cause problems,” says Diamond’s personnel director “(Our) programme’s primary focus is the recognition of good employees.”

Questions:

- 1. What were the problems faced by Diamond International.
- 2. Is recognition of employees important? Why?
- 3. What was the recognition plan of Diamond International?
- 4. Can such a programme be sustained over time? If so, how?
- 5. What plan you would suggest for recognition of employees in Diamond International for motivation.



