

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2020
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

R.No.....

Subject: Human Resource Management
Full Marks: 100

Course Code: MGT 525
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answer.

- Q1. is the process of generating human resources.
- a. Recruitment and selection
 - b. Career development
 - c. Motivation
 - d. Maintenance
- Q2. is a human resource management responsibility of line manager.
- a. Repair and lubricate machinery
 - b. Office layout planning
 - c. Procurement of raw materials
 - d. Orientation of new employees
- Q3. The four major components of human resource management are.....
- a. recruitment, selection, motivation, maintenance.
 - b. acquisition, training & development, utilization, motivation.
 - c. acquisition, training & development, motivation, maintenance.
 - d. recruitment, training & development, maintenance, labor welfare.
- Q4. The matching model of human resource management assumes that firm's.....should have a sort of 'tight fit'.
- a. strategy, structure & HRM system
 - b. strategy, structure and technology
 - c. strategy, capital and technology
 - d. structure, capital and HRM system
- Q5.is the external force influencing human resource management environment.
- a. Organizational strategy
 - b. Organizational culture
 - c. Labour market
 - d. Organizational structure
- Q6. Which of the following is the goal of an effective recruitment?
- a. To communicate in such a way that a large pool of qualified and unqualified applicants apply for the job openings.
 - b. To communicate in such a way that a large pool of job seekers responds but unqualified applicants can select them out of job candidacy.
 - c. To communicate in such a way that a large pool of unqualified responds but qualified applicants can select them out of job candidacy.
 - d. None of the above.
- Q7.measure abilities or skills that have already been acquired by training or experience.
- a. Attainment test
 - b. Intelligence test
 - c. Aptitude test
 - d. Personality test
- Q8. The officer at Nepal Oil Corporation has prepared a written statement which includes job title, duties and responsibilities, authority, accountability and job relationship. It is refer as.....
- a. job description
 - b. job specification
 - c. job performance standards
 - d. job evaluation

- Q9. The socialization stage which recognizes that individuals arrive in an organization with a set of organizational values, attitudes, and expectations is called:
- Encounter stage
 - Metamorphosis stage
 - Precarrival stage
 - Orientation stage
- Q10.is a trainer's detailed description of the course of instruction for an individual lesson.
- Trainee
 - Lesson plan
 - Training materials
 - Trainer
- Q11. Which is the benefit of off-the-job training?
- The employees' exposure on real job.
 - The trainee motivation is high.
 - To transfer training to job is low degree.
 - Trainees develop useful contacts.
- Q12. A method of on-the-job training, in which employees learn by working with those already skilled in their jobs is known as.....
- internship training
 - apprenticeship training
 - job instruction training
 - job rotation
- Q13. A career stage in which the individual is not a learner rather he/she is expected to have moved beyond apprenticeship to journeyman status is called ...
- exploration stage
 - establishment stage
 - mid-career stage
 - late career stage
- Q14. Which of the following is an example of social need?
- Protection against danger
 - Association with others
 - Food
 - Achieving potential within own self
- Q15. The performance appraisal method in which evaluations are made by oneself, supervisors, employees, team members, customers, suppliers and the like stakeholders is called ...
- checklist appraisal
 - critical incident appraisal
 - 360° appraisal
 - objective appraisal
- Q16.include a revolving chair, one's own personal secretary etc.
- Intrinsic rewards
 - Financial rewards
 - Non-financial rewards
 - Membership-based rewards
- Q17.are received by employees as a result of continuing their employment in the organization.
- Incentives
 - Services
 - Indirect compensation
 - Benefits
- Q18. Which of the following is the external factor that has influence in the determination of pay structure?
- Employers' ability to pay
 - Employer's compensation strategy
 - Worth of a job
 - Cost of living
- Q19. Absenteeism is an example of
- job behavior problem
 - attendance problem
 - dishonesty problem
 - outside activities problem
- Q20. Which of the following is a primary reason companies offer their employees vacation benefits?
- To ensure income replacement for employees when a temporary or permanent disability arises from an injury or extended illness.
 - To save food allowance of employees who take vacation benefits.
 - To allow employee a break from work in which they can refresh and reenergize themselves.
 - To reward employees who outperform at work.



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SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Explain the objectives of human resource management with example. [6]
Q2. Discuss briefly the importance of human resource planning in organizations. [6]
Q3. What is job analysis? List out any four methods of collecting job analysis information. Differentiate between job description and job specification. [2+2+2]
Q4. Describe the major steps in performance appraisal process. [6]
Q5. Is there any relationship between job evaluation and pay structure? Explain. [6]
Q6. Why do you think disciplinary problems arise in the organization? What could be your suggestion to solve such problems? [3+3]
Q7. Write short notes on: [2+3= 6]
a. Labour relation
b. Collective bargaining

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. Explain the emerging challenges related to human resource management faced by managers in the contemporary organizations. What role do the human resource departments play to cope with these challenges? [8+7]
Q9. (a) Describe the signals which warn a manager that employee training may be necessary. [5]
(b) Discuss the different on-the job and off-the job management development methods with their merits and demerits. [10]
Q10. Define employee motivation. Compare and contrast the motivation theories of Maslow and Herzberg. Also discuss the practical application of these theories in modern organizations. [3+8+4]

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

Case-Prejudices in Workplaces: Real or Perceived?

Manjula Srivastav had been head of marketing for the last four years at Blue Chips, a computer products firm. The company's turnover had increased by two-and-a-half times during the period and its market share in a number of products had also moved up marginally. What was creditable was that all this had happened in an environment in which computer prices had been crashing.

Although she had a talent for striking an instant rapport with people- particularly with the company's dealers- Srivastav often found herself battling against odds, as she perceived it, as far as her relationships with her subordinates and peers in the company were concerned. Srivastav had to fight male prejudice all the way. She found it unfair that she had to prove herself regularly at work and she used to make her displeasure on that score quite obvious to everyone.

Six months ago, Blue Chips had been taken over by an industrial group which had a diversity of business interests and was, more importantly, flush with funds. The change of ownership had led to a replacement of the managing director, but it had not affected the existing core management team. Anand Prakash, the new managing director, had his priorities clear. "Blue Chips will go international", he had declared in the first executive committee meeting, "and exports will be our first concern".

Prakash had also brought in Harish Naik as his executive assistant with special responsibility for exports. Naik had been seconded to Srivastav for five weeks as a part of a familiarization programme. Much to her surprise, he had been appointed, within two months, as the vice president (exports), with compensation and perks higher than her own. Srivastav had made a formal protest to Prakash who had assured her that he was aware of her good work in the company and that she would have an appropriate role once the restructuring plan he was already working on would be put into effect. One morning, as she entered the office and switched on her workstation, a message flashed on her screen. It was from Prakash. "Want to see you sometime today regarding restructuring. Will 2:30 be convenient"? It went.

Later at his office, Prakash had come straight to the point. He wanted to create a new post called general manager (public affairs) in the company. "With your excellent background in customer relations and connections with the dealer network, you are the ideal material for the job", he said, "and I am offering it to you". Srivastav was quick to react. "There is very little I can contribute in that kind of job", she said. "I was in fact expecting to be promoted as vice president (home marketing)". Prakash said that the entire gamut of marketing functions would be looked after by Naik who would have boardroom responsibility for both domestic and export sales. If you continue in marketing, you will have to be reporting to Naik which I thought may not be fair to you. In any case, we need someone who is strong in marketing to handle public affairs. Let me assure you that the new post I am offering will in no way diminish your importance in the company. You will in fact be reporting to me directly". "You are being unfair and you are diminishing my importance in the company", reported Srivastav. "You know that I am a hardcore marketing professional and you also know I am the best. Why then am I being deprived of a rightful promotion in marketing? Tell me", she asked pointedly, "would you have done this to a male colleague"?

That is hypothetical question, said Prakash. But I can't think of any other slot for you in the restructuring plan I want to implement except what I am offering. "If the reason why you are asking me to handle this fancy public affairs business of yours", said Srivastav, "is that you can't think of any other slot for me, then I would have second thoughts about continuing to work for this company".

"May I reiterate", said Prakash, "that I value your role and it is precisely because of this that I am delegating to you the work I have been personally handling so far? May I also state that I am upgrading the job not only because it is important but also because it should match your existing stature in the organization"? "I need to think about this. I will let you know tomorrow", said Srivastav and left the office.

Questions:

- a. Why Srivastav have made a formal protest to Prakash? [5]
- b. Is a prejudice at Blue Chip's workplace real or perceived? Justify. [5]
- c. What should Manjula Srivastav do? Why? [5]
- d. If you were the managing director at Blue Chips, how would you overcome the problem? [5]



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SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS) / (TIME: 20 MINUTES)
Tick the best answers.

1. The objective of human resource management is to.....
 - a. restructure the system
 - b. enable appropriate deployment of HR
 - c. minimize medical claims
 - d. hire best person for best position
2. What is human factor?
 - a. Micro and macro issues of socioeconomic factor
 - b. Interrelated physiological, psychological and socio-ethical aspects of human being
 - c. The entire concept of human behavior
 - d. None of the above
3. Job Analysis is a systematic procedure for securing and reporting information defining a
 - a. specific job
 - b. specific product
 - c. specific service
 - d. all of these
4. What are the factors responsible for the growth of HRM?
 - a. Development of scientific management and awakened sense of social responsibility
 - b. The problem of how the available human resource could effectively minimize the cost and maximize the production
 - c. Technical factors, awakening amongst workers, attitude of the government, cultural and social system
 - d. All the above
5. Which among the following describes the skills that are available within a company?
 - a. Human Resource inventory
 - b. HRIS
 - c. Skills inventory
 - d. Management inventories
6. Resources and capabilities that serve as a source of competitive advantage for a firm over its rivals are called.....
 - a. core competency
 - b. core competence
 - c. competitive advantage
 - d. competency
7. Human Resource planning is compulsory for.....
 - a. effective employee development program
 - b. base for recruitment
 - c. base for selection policy
 - d. all of these
8. Job analysis, HR planning, recruitment, selection, placement, inductions and internal mobility are a few important functions which come under the heading of.....of HRM.
 - a. integration function
 - b. development
 - c. maintenance
 - d. procurement function
9. Directing is one of the important functions of HRM which comes under.....
 - a. managerial function
 - b. operative function
 - c. technical function
 - d. behavioral function

10. What does human relation approach refer to?
- Worker, who should be given humanly treatment at work
 - Mutual cooperation between employer and employee in solving the common problems
 - Integration of people into a work situation that motivates them to work together to achieve productivity ensuring economic, psychological and social satisfaction of the people
 - None of the above
11. Which one of the followings is a method of collection of information for job analysis?
- Questionnaire method
 - Ratio analysis
 - Optimization models
 - Trend analysis
12. provides information on the human attributes in terms of education, skills, aptitudes, and experience necessary to perform a job effectively.
- Job description
 - Job specification
 - Job analysis
 - Job evaluation
13. Who laid the foundation of HRM practice?
- Elton Mayo
 - Roethlisberger and Dickinson
 - Peter Drucker and Douglas McGregor
 - David C. McClelland
14. Which factor rendered HRM as a highly specialized function?
- It is concerned with obtaining and maintaining a satisfied work force
 - It maximizes the output and satisfaction of the employees
 - It promotes group satisfaction and individual development
 - It ensures optimum utilization of man-power by motivation and improving the efficiency
15. Job specification includes.....
- physical characteristics
 - psychological characteristics
 - personal characteristics
 - all of these
16. Ability to perform exceptionally well and increase the stock of targeted resources within a firm is called.....
- productivity
 - efficient
 - effective
 - competency
17. What is the scope of HRM?
- Training and development of employees for their growth
 - Maintenance of good industrial relations and workers' high morale for higher productivity
 - Further researches in behavioral science, new ideas in man, management and advances in the field of training and development
 - None of the above
18. Which one statement signifies the importance of controlling?
- Ensuring that activities are in accordance with the terms of the plan
 - An important mental process on the part of a manager
 - Power to influence people's behavior
 - Process of regulating the activities
19. To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge, etc. is known as.....
- work load analysis
 - workforce analysis
 - job analysis
 - forecasting
20. MPDQ stands for.....
- Management Position Description Questionnaire
 - Management Process Descriptive Questions
 - Methods for Personality Development Questions
 - Modern Positions Developed Qualitatively

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SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions.

1. Highlight the changing role of a human resource manager in modern organizations. (6)
2. Define recruitment. Explain advantages and disadvantages of internal source of recruitment. (1+5)
3. What is compensation? Explain the different factors affecting compensation determination. (2+4)
4. Explain the role of employee motivation. (6)
5. Explain any one HR model and link with HR function. (6)
6. Why do managers need to be concerned about occupational safety and health? Give reasons with justification. (4+2)
7. What does HR environment refers to? State different environmental factors affecting human resource management. (2+4)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions.

8. Identify the different functions of Human Resource Management in an organization and explain each of them clearly. (3+12)
9. Prepare a Job Description and Job Specification for a post of Marketing Manager in a star rated hotel based in Pokhara. (7.5+7.5)
10. Why is performance appraisal much important in organization? Explain one of the most popular methods of performance appraisal. (7+8)

SECTION D: CASE STUDY (20 MARKS)

11. *Read a case given below and answer the following questions.*

Recently, Sattendra has been hired as director of human resources for a trading company established 5 years back in Kathmandu. Sattendra had previously served as assistant personnel director for three years for a large 'blue-chip' corporation in southern California after completing his MBA. He accepted his present position because of an increase in pay and responsibility.

Sattendra has been on the job for four months and has been assessing the situation to determine more significant human resource problems. One problem seems to have been the high turnover among the marketing representatives who worked in research and development. The result is that most employees have decided to stay put in the short term, but will be looking to take advantage of more attractive opportunities elsewhere. Sattendra was aware of these intentions and wanted to take steps now to minimize future employee turnover.

Interestingly, it is found that the company was paying 10-12 percent high salary than other organizations in the industry. Unfortunately, there was not practice of exit interview to the employees leaving the organization. Through informal conversations with a large number of individuals, including the managers, he came to know that many of the employees feel unfair practice in working environment and even in performance appraisal.

A very active young lady, Dilasha who joined the company three years back claimed that 'the company doesn't really care about its good people'. Her performance appraisals have been uniformly excellent. She went on to criticize the company for using an appraisal form with no sections for dealing with employee development. She also showed her wish to join the other organization who has offered excellent position in the same industry.

Questions

- a. Describe the nature and causes of the issues and problems faced by the company. (3+4)
- b. If you have to suggest formalized career development system for employees' satisfaction and retaining them, what components or types of system do you suggest? Why? (3+4)
- c. Should the career development activities be integrated with other human resource management activities? Discuss the content of the case. (6)

THE END