

Mid-West University
Examinations Management Office
Surkhet, Nepal
End-Semester Examinations-2080
Bachelor of Business Administration (BBA)
Semester - VIII

Exam Roll No.

Subject: Human Resource Development
Full Marks: 100 Pass Marks: 50

Course Code: MGT 491
Time: 3:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 15 = 15 MARKS) / (TIME: 15 MINUTES)

Tick the best answers.

1. Which one of the followings best defines Human Resource Development (HRD)?
 - a. Managing employee relations
 - b. Hiring and firing employees
 - c. Training and developing employees
 - d. Payroll management
2. It is a method by which an organization collects, analyzes, and reports information about people and jobs.
 - a. HRIS
 - b. HRM
 - c. HRD
 - d. HRP
3. Which one phase of the Training and Development Cycle involves identifying the skills and knowledge gaps of employees?
 - a. Evaluation
 - b. Implementation
 - c. Analysis
 - d. Design
4. Performance appraisal is a process used to:
 - a. discipline underperforming employees
 - b. evaluate the effectiveness of HRD programs
 - c. determine employee promotions
 - d. allocate employee salaries randomly
5. What is the purpose of a career development plan?
 - a. To outline disciplinary actions
 - b. To assign daily tasks to employees
 - c. To track employee attendance
 - d. To guide employees' professional growth
6. What is the term for the process of helping a new employee adjust to the social and performance aspects of their job?
 - a. Onboarding
 - b. Downsizing
 - c. Outsourcing
 - d. Offshoring
7. Which one of the following laws in Nepal prohibits discrimination based on race, gender, religion, or ethnicity in the workplace?
 - a. Labor Act
 - b. Industrial Relations Act
 - c. Equal Opportunity Act
 - d. Employment Standards Act
8. Which one method of performance appraisal involves comparing an employee's performance to specific behaviors and standards?
 - a. Graphic rating scale
 - b. Critical incident method
 - c. Behaviorally anchored rating scale (BARS)
 - d. 360-degree feedback

9. Which one phase of the career development process involves identifying career interests, values, and skills?
- a. Exploration
 - b. Establishment
 - c. Maintenance
 - d. Disengagement
10. Which one government body in Nepal is responsible for enforcing labor laws and regulations?
- a. Department of Industry
 - b. Ministry of Labor and Employment
 - c. Department of Finance
 - d. Ministry of Foreign Affairs
11. Which one type of training approach in Nepal often includes using local languages and culturally relevant content to improve learning effectiveness?
- a. Classroom training
 - b. E-learning
 - c. On-the-job training
 - d. Induction training
12. ... is a process of identifying and developing new leaders to replace old leaders when they leave or retire.
- a. Leadership planning
 - b. Succession Deed
 - c. Succession Planning
 - d. Career Planning
13. Which one of the followings is not an objective of Performance appraisal?
- a. Assessment of performance
 - b. Measuring the efficiency
 - c. Maintaining organizational control
 - d. Designing organizational goal
14. Which one performance appraisal technique lists traits and a range of performance?
- a. alternation ranking
 - b. graphic rating scale
 - c. Likert
 - d. MBO
15. ___ is a tool for evaluating the personal activities of the organization.
- a. HR audit
 - b. HR activities
 - c. HR function
 - d. HR climate

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SECTION B: SHORT ANSWER QUESTIONS (8 × 5 = 40 MARKS)

Answer any eight questions:

1. Describe the steps in HRD planning. [5]
2. Explain the types of welfare program in organization. [5]
3. Explain in detail the Function of HRD. [5]
4. Explain the HRIS with its process. [5]
5. Describe the different methods of management development. [5]
6. What are the steps in career development? Explain. [5]
7. Briefly explain the methods of performance appraisal. [5]
8. Which are the areas a line manger should & shouldn't get involved in HRD? [3+2]
9. Explain the concept of HRD in Nepalese Organization. [5]
10. Explain the following terminology (Any Five) [1*5]
 - a. NCED
 - b. HRD Climate
 - c. HRD Audit
 - d. HRD Mechanism
 - e. HRD Strategies
 - f. OD Intervention
 - g. Performance Coaching

SECTION C: LONG ANSWER QUESTIONS (3 × 10 = 30 MARKS)

Answer any three questions:

11. Explain the HRD system which are used to carry out the HRD Function in any organization. [10]
12. Explain how you better manage a training program. [10]
13. List and explain the approaches to employee welfare. [10]
14. Emphasis on HRD implementation in the HRD process. [10]
15. What are the challenges associated with HRD in Nepal? [10]

SECTION D: CASE STUDY (15 MARKS)

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

You are an HR consultant tasked with helping Lumbini Udhyog, a prominent manufacturing organization in Nepal, address Human Resource Development (HRD) challenges related to performance appraisal, brain drain, and Nepalese workplace behaviors. Please analyze the following scenario and provide recommendations:

Case Scenario:

Lumbini Udhyog, a well-established manufacturing company in Nepal, is facing several HRD challenges that are adversely affecting its overall performance. These challenges include a noticeable increase in brain drain, along with prevalent Nepalese workplace behaviors such as absenteeism, arriving late to the office, lack of professionalism, and negative attitudes among employees and employers.

The brain drain issue is causing the organization to lose talented individuals who seek better opportunities abroad, primarily due to limited growth prospects and career development within Nepal.

Simultaneously, the typical workplace behaviors observed are eroding the organization's productivity, team cohesion, and work culture.

The HR department at Lumbini Udhyog recognizes the urgency of addressing these challenges. They are eager to incorporate HRD strategies into the performance appraisal system to foster employee growth and engagement, mitigate brain drain, and improve workplace behaviors. As a consultant, you are tasked with the following:

- a. Assess the impact of brain drain on Lumbini Udhyog's workforce and overall performance.
- b. Propose changes and enhancements to the performance appraisal system that can effectively address both the brain drain problem and the observed Nepalese workplace behaviors.
- c. Recommend the methods for attracting, retaining, and developing talent, considering the organization's constraints and the competitive global market.

Consider the cultural, economic, and global factors contributing to brain drain in Nepal, as well as the unique aspects of Nepalese workplace behavior. How would you tailor your recommendations to effectively address these challenges within Lumbini Udhyog and create a more conducive HRD environment?

THE END

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Exam Roll No.

Subject: Compensation Management
Full Marks: 100 Pass Marks: 50

Course Code: MGT 492
Time: 3:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 15 = 15 MARKS) / (TIME: 15 MINUTES)

Tick the best answers.

1. Which one of the followings statement is true about compensation management?
 - a. Integral part of HRM
 - b. Challenging function
 - c. Dynamic discipline
 - d. All of the above
2. Which are also called 'Payments by results'?
 - a. Allowances
 - b. Claims
 - c. Incentives
 - d. Fringe benefits
3. Which one of the followings statement is not true about compensation management?
 - a. Compensation management helps to ensure equity.
 - b. Compensation management helps to retain staff.
 - c. Compensation management helps to increase absenteeism.
 - d. Compensation management helps to motivate staffs.
4. Person focused pay structure focuses on:
 - a. job
 - b. market
 - c. substitute product
 - d. skills and competency of employee
5. What are the characteristics of job evaluation?
 - a. Based on job analysis
 - b. Group activity not individual
 - c. a and b both
 - d. None of the above
6. Which one of the followings is a job evaluation method?
 - a. Factor Comparison System
 - b. Division Method
 - c. Multiple System
 - d. Value Method
7. Which one of the followings is team based incentives?
 - a. Shop Floor incentive, Gain Sharing and Profit Sharing Plan
 - b. Shop Floor Incentive, Sales Force Incentive and Profit Sharing Plan
 - c. Gain Sharing, Profit Sharing and Stock Ownership Plan
 - d. Sales Force Incentive, Gain Sharing and Profit Sharing Plan
8. Choose the external factor to be considered for job evaluation.
 - a. Labor Market, Economy, Inflation, Academic Institution
 - b. Labor Market, Economy, Job Requirement, Economy, Inflation
 - c. Labor Market, Economy, Employees Caliber, Inflation
 - d. Labor Market, Economy, Employees Caliber, Labor Union
9. The following one is paid only at the time of employees exist after serving more than five years?
 - a. perquisite
 - b. gratuity
 - c. claims
 - d. allowances

10. The method of paying staffs for each unit of output produced is known as.....
- a. time wage system
 - b. piece wage system
 - c. halsey plan
 - d. rowan plan
11. According to which one theory of wage, the wages are determined on the basis of the relationship between the amount of fund allocated for the purpose of wage payment and number of workers in a country?
- a. The Just Wage Theory
 - b. Subsistence Theory
 - c. Standard of Living Theory
 - d. The Wage Fund Theory
12. Which one of the following methods is used to calculate index number?
- a. Mean
 - b. Median
 - c. Standard Deviation
 - d. Simple Aggregative Method
13. Salary survey can be used to explore:
- a. goods and services consumed by laborers
 - b. capital land assets used by a business
 - c. both a and b
 - d. none of the above
14. Which one of the following statements is true about wage curve?
- a. A wage curve is the negative relationship between the levels of unemployment and wages
 - b. A wage curve is the positive relationship between the levels of unemployment and wages
 - c. A wage curve is the positive relationship between the levels of unemployment and labor demand
 - d. A wage curve is the negative relationship between the levels of unemployment and labor demand
15. The challenge for compensation management includes:
- a. automation and outsourcing
 - b. pay philosophy
 - c. both a and b
 - d. none of the above

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SECTION B: SHORT ANSWER QUESTIONS (8 × 5 = 40 MARKS)

Answer any eight questions:

1. What are the salient features of compensation management? [5]
2. Briefly discuss the process of compensation management. [5]
3. Outline the reasons behind pay differentials in modern organizations. [5]
4. Differentiate between person focused and job focused pay structures. [5]
5. What are the commonly used methods of job evaluation? [5]
6. What are the different types of variable incentives used at workplace? [5]
7. Discuss the steps of formulating compensation strategy. [5]
8. While designing compensation, what are the some major issues to be considered? [5]
9. What are the components of compensation? Explain. [5]
10. What are individual based incentives? Differentiate between individual and team based incentives. [1+4]

SECTION C: LONG ANSWER QUESTIONS (3 × 10 = 30 MARKS)

Answer any three questions:

11. A lot of youths are leaving Nepal for foreign employment. Discuss the role of compensation management in Nepal to presents youths for employment. [10]
12. Compensation management is strategic in nature. Justify with reasons. [10]
13. Job evaluation is a complex process. Discuss the statement with focusing on the steps involved in job evaluation process. [10]
14. Incentive systems has its merits and demerits. Discuss. [5+5]
15. What are the non-monetary incentives? Discuss with examples [10]

SECTION D: CASE STUDY (15 MARKS)

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

Dr. Sushant is the director of his 25 bedded hospital located in the middle of hid town. He is reputed doctor in the town. In fact, people come because of his name. Dr. Sushant wants to add hi-tech facilities so that he can earn more and accordingly pay more to his staff and at the same time keep the prices competitive in the market for his sustenance. He very well understands that keeping the prices cheaper side can server as competitive advantage over his competitors. However, he finds that his doctors are not very enthusiastic about expansion, especially the new doctors with MBBS degrees, they take his hospital only as an entry point/ launching padafter passing from the college. With the lack of seriousness in learning/sharing, putting in their time and other resources while working, they rather feel comfortable referring the patients to other hospital so that they do not have to work more. Dr. Sushant, in other to know why this is happening, began studying the various system and practices in place. During a conversation with Mr. S.N Sharma, a consultant, he found that the productivity of the work force was lower its competitors. With this cue; he started looking at HR practices in place. He noted that the compensation management in the organization was on the basis of rewarding individual performance although the nature of the work was team based. So, one of the first things Dr. Sushant wanted to do in

his hospital, was to improve productivity through team work at every level of the organization, especially the doctors in wards, emergency, operation theaters etc. Dr. Sushant set out to change the culture to accommodate the team based approach to compensation. He has become so enthusiastic about it. Dr. Sushant decided to change long standing policy-that had been given to all the employees the same annual pay increase but felt that in the new team environment, outstanding performance should be the criteria for pay rises. After consulting with the consultant, Dr. Sushant sent a memo to all the employees announcing the change to the team based pay performance. The reaction was immediate and hundred percent negative. None of the employees was happy with the change. They thought that this will result partially in rewarding employees given that the performance appraisal system in the organization is quite old and primitive. Some of the doctors started suspecting the intentions as they thought that the pay for performance was a veil to disturb the harmony prevailing amongst the employees. Dr. Sushant and the consultant arranged a meeting for the next morning in his office over their tea, they began a painful debate.

Required

- a. Why was there a negative feeling towards the new proposed system? [6]
- b. Discuss what suggestion you would give to the hospital. How should the new system be introduced? [4+5]

THE END

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Subject: Industrial Relations
Full Marks: 100 Pass Marks: 50

Course Code: MGT 493
Time: 3:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 15 = 15 MARKS) / (TIME: 15 MINUTES)

Tick the best answers.

1. The statutory measures of employees' welfare are.....
 - a. working hours limit, first aid, canteen, sanitation, and maternity benefits.
 - b. recreating, education, transport, and free meal facilities.
 - c. both a and b
 - d. none of them.
2. A criticism of the industrial relations perspective is that it.....
 - a. is too heavily in favour of trade unions.
 - b. focuses primarily on the institutions of job regulation and conflict resolution to the exclusion of all else.
 - c. is anti-trade union.
 - d. ignores legal influences on the employment relationship.
3. John Dunlop's contribution to industrial relation is.....
 - a. system approach
 - b. unitary approach
 - c. pluralist approach
 - d. sociological approach
4. Employees' joining unions to fulfil their needs is.....
 - a. social
 - b. esteem
 - c. economic
 - d. all of the above
5. Which one statement defines best to industrial relations?
 - a. Relationship between employees and employer.
 - b. Relationship between employees and government.
 - c. Relationship between employer and government.
 - d. Relationship between employees, employer, and government.
6. The Marxist perspective of industrial relation is.....
 - a. a byproduct of theory of capitalist society and social society.
 - b. mixed approach of unitary and pluralist approach.
 - c. mixed approach of system approach and sociological approach.
 - d. none of the above.
7. Industrial unrest is:
 - a. a situation where there is stoppage of work until some demand is met.
 - b. conflict between employers and workers in industries.
 - c. industrial recession and decline in national income.
 - d. all of the above.

8. Trade unions are:
- strong and unified associations of employers.
 - continuous association of wage earners.
 - organized by the government to collect revenue.
 - all of the above.
9. Which one of the followings is the militant function of trade unions?
- To achieve higher wages and better working conditions.
 - To raise the status of workers as a part of industry.
 - To protect labours against victimization and injustice.
 - All of the above.
10. Which one approach of industrial relations system best describes this equation: $R = f(c, b)$?
- System approach
 - Pluralistic approach
 - Marxist approach
 - Socialistic approach
11. When management does not follow the basic HRM functions is called;
- interest disputes
 - recognition dispute
 - rights dispute
 - unfair labour practices dispute
12. Which one fact best defines the term collective bargaining?
- Provides an opportunity to the workers to achieve industrial democracy.
 - Process of joint decision making and basically represents a democratic way of life in industry.
 - Based on 'give and take' approach and 'take or leave' approach.
 - All of the above.
13. The flow of authority within the trade union:
- is transferred from bottom level to top level.
 - is transferred from top level to bottom level.
 - both of the above.
 - none of the above.
14. The International Labor Organization (ILO) was created by the Treaty of Versailles in
- 1917
 - 1918
 - 1919
 - 1920
15. The Joint efforts of Girija Prasad Koirala and Manamohan Adhikari in Biratnagar Jute Mill gave birth to
- political parties in Nepal.
 - trade unions in Nepal.
 - both a and b.
 - none of the above.

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SECTION B: SHORT ANSWER QUESTIONS (8 × 5 = 40 MARKS)

Answer any eight questions:

1. Define industrial relations. Explain the industrial relation system in brief. [1+4]
2. What are the major factors affecting industrial relation? [5]
3. Briefly describe the pluralist approach to industrial relations. [5]
4. Define trade union. What are the major objectives of trade unions? [1+4]
5. What is industrial dispute? Briefly describe the different types of industrial disputes. [1+4]
6. Define collective bargaining. List the importance of collective bargaining. [1+4]
7. Discuss the major challenges to industrial health and safety. [5]
8. Define employees' welfare. What are the major objectives of employees' welfare? [2+3]
9. What are the major objectives of international labour organization (ILO)? [5]
10. How do organizational structure of trade unions differ with other general organizational structure? [5]

SECTION C: LONG ANSWER QUESTIONS (3 × 10 = 30 MARKS)

Answer any three questions:

11. Define Marxists approach to industrial relations. Highlight the key points in favour of Marxists approach over the capitalistic approach of industrial relations. [3+7]
12. What are the emerging issues in collective bargaining? Discuss the collective bargaining practices employed by Nepali organizations. [4+6]
13. Describe different the types of dispute settlement methods. Highlight the major practices of dispute settlement in Nepali context based on your research. [5+5]
14. Discuss the causes of industrial dispute. What are the major outcomes of industrial disputes? [5+5]
15. Define industrial health and safety. What are the major causes of industrial accident? [3+7]

SECTION D: CASE STUDY (15 MARKS)

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

A multinational company specialized in food processing has been operating in Nepal for 3 decades. The company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 kms away from its present site. As the workers transferred to the new site were living in town, the union demanded an additional of Rs. 1000/- per month as transportation cost. However, the company offered Rs. 300 only for the same. When the plant was being shifted to the new site, negotiations went on uninterrupted between the management and the union on this issue. However, both the parties couldn't come to a settlement even after 6 months.

The management still stand on their decision even though the union indicated some flexibility. The union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the management. The production went down drastically, but the management still on original stand. In the meanwhile, the management charge-sheeted some of the union leaders and suspended them and pending negotiation.

Questions:

- a. Analyze the case given and elucidate the dispute and causes. [6]
- b. Do you justify the decision of union leaders? If yes/no how? [4]
- c. As a general manager of the company, how would you resolve the given dispute? [5]

THE END