

that the job content had to bear some relationship to the training acquired in school. Moreover, if the placed student quit before 90 days of work, the personnel unit would not classify this as a successful placement. Continuous documentation of Bank's 5 to 7 percent performance against the 50 percent objective led to Bank's serious consideration of early retirement.

Questions :

- (a) Is this objective a well-stated one? Why or why not?
- (b) If you were the president, how would you resolve the dispute between Bank and the personnel unit?

MBA 08

M.B.A. DEGREE EXAMINATION, JUNE 2007.

Second Semester

Common for HRM/Marketing/Finance/International
Business

Paper VIII — HUMAN RESOURCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. Discuss the causes of distortion in appraisal.
2. State the scope of human resource management function.
3. Explain Maslow's theory of motivation
4. Discuss some of the off-the-job training methods.
5. What are the steps in selection process?
6. What are the causes of employee indiscipline? How would you deal with them?
7. Enumerate some of the methods of performance evaluation.

8. Write a note on the following :

- (a) Empowerment
- (b) Mentoring.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE out of the following:

9. What are the critical issues in employee participation? Elaborate.

10. Define the term 'collective bargaining'. What are different types of bargaining? What are the prerequisites required for successful bargaining?

11. What are the problems faced by trade unions in India?

12. Discuss the relevant strategies for managing stress in organisation.

13. Explain the stages in formal grievance procedure. What are the advantages of adopting a formal procedure for grievance redressal?

14. Write briefly about 'domestic enquiry' and various steps involved in its implementation for solving indiscipline.

15. What are the characteristics of a good incentive system?

16. Define the term transfer. Explain the objectives and types of transfers.

SECTION C — (1 × 20 = 20 marks)

Case Study — Compulsory

17. Brief Case — MBO

The President of the Academy Employment Service has inaugurated a Management by objectives program in order that more accurate appraisals may be made of professional personnel. Frank Bank, an employment interviewer, has for the past year established relations with Small Business College, a privately run school in the Southern part of the state. It graduates about 25 people per month and Bank had agreed to place as many of those who wanted placement in training-related jobs. Between 15 and 20 people per month signed up for this service. When the President asked Bank to prepare objectives for his job, this seemed to be one of the easy places to do it. In as much as Bank was now placing about 35 percent of the applicants, the president asked if he thought he could raise this to 50 percent. Bank assured him that he could. In reviewing Bank's accomplishments at the end of the 6-month period, it was concluded by the personnel unit that Bank was placing only 5 to 7 percent of the graduates in training-related jobs. Several lengthy and heated discussions took place regarding just what was meant by training-related. Bank considered any job to be training-related, while the personnel unit contended