



No. of Pages - 06

No of Questions - 07

SCHOOL OF ACCOUNTING AND BUSINESS
BSc. (APPLIED ACCOUNTING) GENERAL / SPECIAL DEGREE
PROGRAMME

YEAR II SEMESTER II – INTAKE V/VI (GROUP B)
END SEMESTER EXAMINATION – OCTOBER 2017

MGT 20425 Human Resource Management

Date : 28th October 2017
Time : 9.00 a.m. - 11.30 a.m.
Duration : Two and a Half (02 ½) hours

Instructions to Candidates:

- This paper consists of three sections (A, B and C).
- Section A – Answer **ALL** questions in the separate sheet provided
- Section B – Answer **any four (04) questions** given in this section.
- Section C – **Question No. 07** is **Compulsory**
- The total marks for the paper is 100.
- The marks for each question are shown in brackets.
- Answers should be written neatly and legibly

Section A

Answer **ALL** Questions

Question No. 01

This section consists of **Ten (10) Multiple Choice Questions**. Select the best answer and mark the answers in the answer sheet provided.

1. What is the generic purpose of Human Resource Management?
 - a. To improve employee productivity
 - b. To increase quality of work life
 - c. To generate and retain competent and satisfied employees
 - d. To ensure legal compliance

2. In strategic Human Resource Management, human resource strategies are generally aligned with
 - a. Marketing Strategy
 - b. Business Strategy
 - c. Finance Strategy
 - d. Economic strategy

3. Increasing the depth of the job by expanding authority and responsibility for planning and controlling the job is known as
 - a. Job rotation
 - b. Job enrichment
 - c. Job enlargement
 - d. Job specialization

4. “Elements of job design refers to qualities or features which to be considered and included in designing a particular job.” Which of the following element is included in efficiency elements?
 - a. Task identity
 - b. Autonomy
 - c. Standardization
 - d. Skill variety

5. When an interviewer judges an applicant's entire potential for job performance on the basis of a single trait is known as
- Halo effect
 - Assessment centers
 - Snap judgment
 - Premises of Pseudo-Sciences
6. Rearrange the following steps of recruitment
- Searching
 - Evaluation and control
 - Planning
 - Screening
 - Strategy development
- V,III,I,IV,II
 - V,II,I,IV,III
 - III,V,I,II,IV
 - III,V,I,IV,II
7. Which of the following strategy can be implemented when there is an employee shortage condition?
- Hiring freeze
 - Attrition
 - Formal outplacement facilities
 - Capital substitution
8. Which of the following is an advantage of internal recruitment policy?
- Obtain 'New Blood'
 - Higher induction time
 - Possible to retain competent employees
 - Can be applied for the entry level jobs

9. Which of the following is an internal recruitment method?
- a. Succession planning
 - b. Career fairs
 - c. Advertising
 - d. Head hunting
10. Which of the following is an individual performance evaluation method?
- a. Multiple choice method
 - b. Rank order method
 - c. Paired comparison method
 - d. Forced distribution method

(Total 20 Marks)

Section B

Answer **any four (04) questions** given in this section.

Question No. 02

- i. Briefly explain the importance of Human Resource Management to an organization.
- (05 Marks)
- ii. “Even though every manager in an organization is not an expert in Human Resource Management, it can be argued that every manager is treated as a manager of people at work.” Do you agree with this statement? Justify your answer.

(10 Marks)

(Total 15 Marks)

Question No. 03

- i. Distinguish between job description and job specification.

(06 Marks)

- ii. “It is possible to adopt job enrichment for any job available in the organization.” Do you agree with this statement? Justify your answer.

(09 Marks)

(Total 15 Marks)

Question No. 04

- i. State five (05) factors that affect to the future demand for Human Resource.

(05 Marks)

- ii. Briefly explain five (05) new trends in employee recruitment.

(10 Marks)

(Total 15 Marks)

Question No. 05

- i. “Possibility of occurring evaluator errors is a severe threat to successful implementation of any performance appraisal program.” List six (06) evaluator errors that may hinder the effectiveness of a performance appraisal program.

(03 Marks)

- ii. “According to the research conducted by Accenture Strategy, they suggest that employees and leaders believe that five major changes will result in improved performance for employees as well as the business.” Briefly explain three (03) major changes that Accenture Strategy suggests.

(12 Marks)

(Total 15 Marks)

Question No. 06

- i. State six (06) methods of Learning and Development.

(06 Marks)

- ii. According to Esping-Andersen (1993) there are three worlds of welfare capitalism. Briefly explain these three types of capitalism.

(09 Marks)

(Total 15 Marks)

Section C

Answer the **compulsory case study question** given in this section.

Question No. 07

Case: The Out-of-Control Interview

Maria Fernandez is a bright, popular and well-informed mechanical engineer who graduated with an engineering degree from state university in June 2003. During the spring preceding her graduation, she went out on many jobs interviews, most of which she thought were conducted courteously and reasonably useful in giving both her and prospective employer a good impression of where each of them stood on matters of importance to both of them. It was, therefore, with great anticipation that she looked for an interview with the one firm in which she most wanted to work: Apex Environmental. Where she thought she could have a successful career while making the world better place.

Maria walked into a room in which five men began throwing question at her, that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions were unnecessarily discourteous such as “Why would you take a job as a waitress in college if you are such an intelligent person?” and “Are you planning on settling down and starting a family anytime soon?”.

Then, after the interview, she met with of the gentlemen individually (including the president) and the discussion focused almost exclusively on her technical expertise. She thought that these later discussion went fairly well. However, given the apparent aimlessness and even mean-spiritedness of the panel interview, she was astonished when several days later she got a job offer from the firm.

The offer forced her to consider several matters. From her point of view, the job itself was perfect-she liked what she would be doing, the industry, and the firm's location. And in fact, the president had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been intentionally tense to see how she'd stand up under pressure, and, if so, why they would do such a thing.

(Source: Dessler, G. (2008). Human Resource Management. New Delhi: Prentice-Hall of India.)

- i. How would you explain the nature of the panel interview Maria had to endure?
(04 Marks)
- ii. Do you think it reflected a well thought out interviewing strategy on the part of the firm or carelessness on the part of the firm's management? If it was carelessness, what would you do to improve the interview process at Apex Environmental?
(04 Marks)
- iii. Would you take the job offer if you were Maria? If you're not sure, is there any additional information that would help you to make your decisions, and if so, what is it?
(07 Marks)
- iv. The job which Maria was applying requires:
 - a. A commitment to working in the area of polluting control
 - b. The ability to deal well confidently with customers who have engineering problems
 - c. A very intelligent a well-balanced personality.

List five (05) questions that you would ask when interviewing applicants for the job.

(05 Marks)

(Total 20 Marks)