

Exam Date & Time: 21-May-2022 (10:00 AM - 01:00 PM)



MANIPAL INSTITUTE OF TECHNOLOGY
MANIPAL
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SIXTH SEMESTER B.TECH END SEMESTER EXAMINATIONS, MAY 2022
HUMAN RESOURCE MANAGEMENT [HUM 4052]

Marks: 50

Duration: 180 mins.

A

Answer all the questions.

Instructions to Candidates:

Answer ALL questions Missing data may be suitably assumed

- 1) Describe the general process of carrying out job analysis (4)
 - A)
 - B) Discuss the errors that can happen in Performance Appraisal. (3)
 - C) Compare performance Appraisal and Performance Management. (3)
- 2) List the Theories of Wages. Explain any two. (5)
 - A)
 - B) Discuss the compensable factors as stated by Hay Guide. (5)
- 3) "Peter Principle states - "Companies often promote competent employees up to their level of incompetence, where they then sit, sometimes underperforming for years". Explain in your own words with example. Also compare formal and informal promotion policies (4)
 - A)
 - B) "A female colleague is someone to be accommodated". What is your opinion on the statement? Also, describe the role of HR in ensuring inclusivity in Organizations. (4)
 - C) How can HR prevent 'Big fish Vs Small fish' attitude during mergers and acquisitions? (2)
- 4) Explain why the philosophy underlying Human Capital Management is considered superior to Human Resource management with an example? (3)
 - A)
 - B) In May 2011, Mississippi River flooding hit Vicksburg, Mississippi, and the Optima Air Filter Company. Many employees' homes were devastated, and the firm found that it had to hire almost three completely new crews, one for each of its shifts. The problem was that the old-timers had known their jobs so well that no one had ever bothered to draw up job descriptions for them. When about 30 new employees began taking their places, there was general confusion about what they should do and how they should do it. The flood quickly became old news to the firm's out-of-state customers, who wanted filters, not excuses. Phil Mann, the firm's president, was at his wit's end. He had about 30 new employees, 10 old-timers, and his original factory supervisor, Maybelline. He

decided to meet with Linda Lowe, a consultant from the local university's business school. She immediately had the old-timers fill out a job questionnaire that listed all their duties. Arguments ensued almost at once: Both Phil and Maybelline thought the old-timers were exaggerating to make themselves look more important, and the old-timers insisted that the lists faithfully reflected their duties. Meanwhile, the customers clamoured for their filters.

How should Phil and Linda write the job descriptions? Explain the relevant methods

- C) Discuss the advantages and drawbacks of ranking method and point method of job evaluation. (3)
- 5) Describe the components of Job design as prescribed by Hackman & Oldham. (5)
- A)
- B) 1 Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way, as he puts it, and arguments ensue between Jim, the employee, and the employee's supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it's not rocket science, as Jim puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial. The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1st or 2nd week overlap period, but if there is no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example. (3)
- How do you analyse the need for training in Apex?
- 2 Refer to the above case and answer the following question
- Suggest a suitable training to address the problem of door design? Answer should be specific (2)

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