

D 54216

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Name.....

Reg. No.....

**THIRD SEMESTER M.B.A. DEGREE EXAMINATION, JANUARY 2024**

(CUCSS)

M.B.A.

BUS 3EH 03—HUMAN RESOURCE PLANNING AND DEVELOPMENT

(2016 Scheme)

Time : Three Hours

Maximum : 36 Weightage

**Part A**

*Answer **all** the questions.  
Each question carries 1 weightage.*

1. Define Recruitment.
2. What you mean by Quality work life ? (QWL)
3. What is Performance appraisal ?
4. Define career development.
5. What is Selection process ?
6. Define HR audit.

(6 × 1 = 6 weightage)

**Part B**

*Answer any **four** of the following questions.  
Each question carries 3 weightage.*

7. What are the methods of collecting job data ?
8. Briefly explain the Tools for measuring performance.
9. Examine the different stages involved in initiating and establishing change.
10. Discuss about macro level human resource planning.
11. Explain the process of recruitment and its role in talent acquisition.
12. Analyse the Redundancy strategies in HR planning.

(4 × 3 = 12 weightage)

**Turn over**

**Part C**

*Answer any **three** questions.  
Each question carries 4 weightage.*

13. Write a short note on Recruitment and succession planning.
14. Briefly explain the Selection process in Job analysis.
15. Explain the HD demand forecasting techniques
16. Evaluate the impact of age and grade distribution mapping on HR strategies.
17. Analyze the impact of recruitment strategies on talent acquisition success.

(3 × 4 = 12 weightage)

**Part D**

*Answer the following question which carries 6 weightage.*

18. Berkely Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them. Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary' increase be automatic. The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values ; so it should be discontinued altogether.

Questions :

- 1 How far do you agree with the management that performance appraisal should be discontinued ?
- 2 What modifications would you suggest in the performance appraisal system of the company ?

(1 × 6 = 6 weightage)