

**SVKM'S NMIMS UNIVERSITY  
SCHOOL OF DISTANCE LEARNING**

PROGRAM(Semester):

DBM(I)/PGDBM(I)/DMM(I)/PGDMM(I)/DFM(I)/PGDFM(I)/DHRM(I)/PGDHRM(I)/DITM(I)  
/PGDITM(I)/DSCM(I)/PGDSCM(I)/DBFM(I)/PGDBFM(I)/ADITM(I)/ADSCM(I)

**Subject:** Management of Human Resources

**Date:** 27-05-2009 (11.00 a.m. – 2.00 p.m.)

**Marks:** 100

**Time :** 3 hrs

**Instructions:** Candidates should read carefully the instructions printed on the Question Paper and on the cover of the Answer Book, which is provided for their use.

**NB:**

1. Answer to each new question to be started on a fresh page.
2. Figure in brackets indicate full marks.

**Q1. Attempt any 2 out of any 4**

**Marks : 10**

- a. What is Human Resource Planning? Why is it important?
- b. What is HRM? What is the role of HRM in an organization?
- c. What is job analysis? What are the various methods of job analysis?
- d. Explain the pros and cons of workers' participation in management.

**Q2. Write Short notes on any 3 out of 5**

**Marks : 15**

1. Induction and Orientation
2. Trade Unions and their role
3. Selection Tools
4. Settlement of Industrial Disputes
5. 360 degree feedback

**Q3. Attempt any 3 out of 5**

**Marks : 45**

1. What is performance appraisal? How does it help an organization? Name the various methods of Performance Appraisal.
2. Explain the process of Training and Development? Can Training effectiveness be measured? How?
3. What are Trade Unions? What is their purpose? Name and describe a few Trade Unions and their responsibilities?
4. What is Succession Planning? Write the process of Succession Planning and the techniques used by organizations for the same.
5. What is Recruitment? What is the process of Recruitment? What are the sources? What are the advantages & disadvantages of the various sources of Recruitment?

**Q. 4 Case Study - Answer in Detail**

**Marks : 30**

- a. Suggest an organizational structure for a manufacturing organization that has its head office in Mumbai and four factories in Palghar, Dahanu, Boisar and Pimpri respectively. Each factory has about 25 workers who report to Production Supervisors who in turn report to the Plant Manager. All Plant Managers report to the VP- Operations who sits at the head-office. The head office also has the offices of VP- Marketing, VP-Finance, and VP- HR and Administration. The marketing, finance and HR departments have flat structures. All the VPs report to the COO.
  
- b. Create the job description and list the key result areas of the VP-Operations in the above example. Considering the organization mentioned above is into the manufacturing of steel pipes, follows stringent quality standards and has its clients spread all over India, USA and Europe- write the job specification of the VP-Operations