HUMAN RESOURCE MANAGEMENT

Course No: 203   **Course code - GC: 09**

Sem-II

QUESTION BANK

UNIT I

HUMAN RESOURCE MANAGEMENT: CONCEPT AND CHALLENGES

Sr.no	Question Type	Question	Marks
1-4	REMEMBERING	**MCQs** 1.Michel Beer developed a HR model. Name of that model is_____(a) Matching model(b)Harvard model(c) Guest model(d)Warwick model 2. Scope of the HRM includes_(a) Retirement and separation of employees (b) HR training and development (c) Industrial relations (d) all of the above 3.Matching model of Strategic human resource management was developed by_____ a. Devanna b. John Story c. Michel beer d.None of these. 4._____is a process of acquiring, training, apprising and compensating employees and attending to their labour relations, healthy and safety and fairness concern (a) SHRM (b) HRM (c) HR Planning (d)HR acquisition	2
5-8	REMEMBERING	**MCQs** 1. The scope of HRM does not include (a) Retirement of employees (b) manpower planning (c) Training of employees (d) Maintenance of books of accounts 2. The meaning of the acronym 'SHRM' is	2

		___(a) Short-term Human Resource Management (b) Strategic Human Resource Management (c) Strategestic Human Resource Management (d) Strategic Humane Resource Management. 3.Human Resource Management aims to maximize employees as well as organizational. (a)Effectiveness (b) Economy(c) Efficiency (d)Performativity. 4.Which of the following is closely associated with strategic human resource management? (a)Efficient utilization of human resources (b)Attracting the best human resources(C) Providing the best possible training (d)All of the above	
9-12	REMEMBERING	MCQ's 1.In strategic human resource management, HR strategies are generally aligned with (a) Business Strategy (b)Marketing Strategies.(c)Finance strategy(c) Economic strategy 2.Treating employees as precious human resources is the basis of the_____approach. (a)Hard HRM(b)Soft HRM(c)Medium HRM(d)None of the above 3.Strategic human resource management aims to achieve competitive advantage in the market through (a)Price (b)Product(c)People(d)Process 4.One of the components of corporate level strategy is (a)Growth strategy (b)Portfolio strategy(c)Parenting strategy(d)All of the above	2
13	REMEMBERING	Define Human Resource Management	2
14	REMEMBERING	Enumerate the concept of Strategic Human Resource Management	2
15	REMEMBERING	Infer the meaning of Human Resource Planning.	2
16	REMEMBERING	Illustrate any two functions of HRM.	2
17	REMEMBERING	Disclose meaning of HRM Practices.	2
18	REMEMBERING	Exemplify the meaning of HR policies?	2
19	REMEMBERING	Illustrate any two roles of HR Manager.	
20-24	REMEMBERING	True or False: 1. Employees at present need more freedom &autonomy in doing the work. a. True b false	2

		2.When the company wishes to maintain confidentiality, recruitment is generally undertaken within the organisation: a. True b false 3. Seniority based promotion minimizes the scope for grievances and conflicts is one of the disadvantage of the such systems a. True b false 4. The HR Policies depends on Organisation. We can always improve it. a. True b. false	
25	REMEMBERING	Match the following: | 1. HRM	a. Soft Model
2.Matching Model	b. Process of acquiring, training, apprising and compensating employees
3.SHRM	c. Hard Model
4.Harvard Model	d. Formulating and executing human resource policies and practices that produce the employee competencies and behaviour.		2
1	UNDERSTANDING	List down the features of HRM.	5
2	UNDERSTANDING	Summarize the objectives of HRM.	5
3	UNDERSTANDING	Illustrate the functions of HRM.	5
4	UNDERSTANDING	Interpret any five challenges in HRM.	5
5	UNDERSTANDING	Infer the Harvard Model in brief.	5
6	UNDERSTANDING	Describe the Matching Model.	5
1	APPLY	Illustrate the role of HR manager in MNC	5
2	APPLY	Demonstrate any five challenges/issues in HRM	5
3	APPLY	Organise the nature of HRM	5
4	APPLY	Summarise the features of HRM	5
5	APPLY	Identify the process of Matching Model	5
1	ANALYSE	Distinguish between HRM and SHRM	10
2	ANALYSE	Point out the difference between Harvard Model & Matching Model	10
3	ANALYSE	Outline the need and importance of HR policies	10
4	ANALYSE	Examine the meaning and nature of SHRM.	10
5	ANALYSE	Briefly discuss any five HRM polices an organization must have for its successful function.	10
1	EVALUATE	Critically evaluate the Matching Model	10

2	EVALUATE	Compare the Functions of HRM and SHRM	10
3	EVALUATE	Elucidate the types of HR policies. Also mention the steps involved in the process of formulation of HR policies.	10
1	CREATE	Assume that you are HR Manager in a Largescale manufacturing company. Explain how can you achieve organizational effectiveness by using Harvard Model.	10
2	CREATE	Illustrate how can a manager implement Matching model in an organization to improve the employee performance.	10
3	CREATE	Design a Recruitment and selection policy for a FMCG company located in Mumbai.	

UNIT II

HR ACQUISITION & RETENTION

Sr.no	Question Type	Question	Marks
1-4	REMEMBERING	**MCQs** 1.A detailed and systematic study of jobs is known as a. Job analysis b. Job description c. Job specification, d. None of the above 2. Treating employees as precious human resources is the basis of the_____approach. a) Hard HRM b) Soft HRM c) Medium HRM d) None of the above. 3. The term procurement stands for___a) Recruitment and selection b) Training and development c) Pay and benefits d) Health and safety 4.In the future, HR managers will have to deal with all of the following workforce changes, except. A) More racially diverse workforce b) Skills shortfall among workers c) An abundance of entry level workers d) An older workforce	2
5-8	REMEMBERING	**MCQs** **1**.How often HR planning process is implemented within an organization ? a) Continuously b)Annually	2

		c)Bi-annually d)Quarterly 2. The best hiring occurs when the goals of which of the following should consistent to each other? a)HR managers, Finance managers b) Head office, Branch c)Organization, Individual d)Lower managers, Top managers 3.To achieve goals organizations require employees___ a) Control b)Direction c)Commitment d)Co-operation 4.Shifting from manual to computerized system is resulted due to; a) Workforce diversity b) Technological advancement c)Stake holder's involvement c)Globalization	
9	REMEMBERING	Match the Following (A) 1] Widely used method in small organisation 2] knowledge, skills and abilities that are required to perform a job 3] Increases the responsibility, autonomy and control 4] Expands the number of related tasks in the job (B) a] Job ranking b] Job enlargement c] Job enrichment d] Job enlargement	2
10	REMEMBERING	Quote the term human resource planning.	2
11	REMEMBERING	Recall and explain the meaning of job analysis.	2
12	REMEMBERING	State the meaning of career planning.	2
13	REMEMBERING	Recognize the term Recruitment.	2
14	REMEMBERING	Clarify the meaning of Job Design.	2
15	REMEMBERING	State the meaning of transfer.	2
16	REMEMBERING	Enumerate the meaning of succession planning	2
17	REMEMBERING	Give the definition of promotion.	2
1	UNDERSTANDING	Summarize objectives of Human resource management	5
2	UNDERSTANDING	Outline the meaning of Induction program?	5
3	UNDERSTANDING	Recall and explain the meaning of Job description	5
4	UNDERSTANDING	Disclose the term Job Specification and its uses.	5
5	UNDERSTANDING	Illustrate the meaning of Job rotation and its advantages.	5

6	UNDERSTANDING	Clarify the connotation of Job enlargement with an example.	5
7	UNDERSTANDING	Restate the process of Human resource Planning.	5
1	APPLY	Illustrate the meaning of E-recruitment. Justify its need and advantages.	10
2	APPLY	Identify the barriers to human resource planning in detail.	10
3	APPLY	Develop a list of the factors affecting job design.	10
4	APPLY	Organise the process of HR Planning.	10
5	APPLY	Sketch the need and importance of human resource planning.	10
1	ANALYSE	Distinguish between job description and job specification.	10
2	ANALYSE	Describe in detail the differences between job enrichment and Jon enlargement.	10
3	ANALYSE	List down the difference between recruitment and selection.	10
4	ANALYSE	Distinguish between Internal and external sources of recruitment.	10
1	EVALUATE	Discuss the importance and objective of succession planning.	10
2	EVALUATE	Throw light on the objective and importance of career planning.	10
3	EVALUATE	Highlight the benefits of induction program for an employee and organization.	10
4	EVALUATE	Enumerate the various strategies of employee retention. Also list down the importance of employee retention.	10
1	CREATE	Elaborate the content and use of job description. Also mention down the guideline for writing job description.	10
2	CREATE	Construct a job descriptions and job specifications for a marketing executive in a Multi National Company	10

UNIT 3

MANAGING EMPLOYEE PERFORMANCE AND TRAINING

no	Question Type	Question	Marks
1-4	REMEMBERING	**MCQs**	2

		1._____cannot be fair unless the appraiser is clear in his mind about the job requirements a] Job analysis b] Training c] Evaluation d] Performance appraisal. **2.** Who is basically concerned with having the right type of people available as and when required and improving the performance of existing people. a]Manpower evaluation b] Manpower training c] Manpower planning d] Manpower Management. **3.** _____is defined as the record of outcomes produced on a specific job function or activity during a specific time period. a] Performance b] Work function c] Evaluation d] None of the above 4. The four level (Reaction, Learning, Behaviour and Result) approach of training evaluation is developed by_____a] Kirkpatrick b]Jack Philip c] Warr, Bird and Racham d] Racham	
5-8	REMEMBERING	**MCQs** 1. In which type of approach training program the trainer becomes a 'manufacturer' of training programmes. a] manufacturing approach b] agricultural approach c] trainer's approach d] facilitators' approach 2. What means degree of accomplishment of the tasks assigned to an employee by way of job contents a] Performance b] Present c] Planning d] Potential 3._____is one of the modern methods of training. a] Lecture b] e-training c] Apprenticeship d] Job rotation 4.Why are employers interested in employee engagement? a. To encourage employees to trust their manager. b) To make a quick profit c) To make employees work harder for less d) Because engaged employees are more motivated and prepared to give their best to make the firm succeed.	2
9	REMEMBERING	Define performance Appraisal.	2
10	REMEMBERING	Recall and explain the meaning of performance Management.	2

11	REMEMBERING	Clarify the objectives of performance appraisal.	2
12	REMEMBERING	Give the definition of training	2
13	REMEMBERING	Exemplify the concept of development program.	2
14	REMEMBERING	State the meaning of training needs assessment.	2
15	REMEMBERING	Define e-Learning.	2
1	UNDERSTANDING	Give any five examples of 'off the job training'	5
2	UNDERSTANDING	Restate the need for evaluation of training.	5
3	UNDERSTANDING	Illustrate the purpose of training	5
4	UNDERSTANDING	Clarify the benefits of training.	5
5	UNDERSTANDING	Summarize the process of training needs assessment.	5
1	APPLY	Demonstrate the process of Performance appraisal in detail and its importance.	10
2	APPLY	Sketch the purpose and need to measure performance.	10
3	APPLY	Predict the role of training in the organization.	10
4	APPLY	Determine the objectives and benefits of e-learning?	10
1	ANALYSE	Differentiate between Performance Appraisal & Performance Management	10
2	ANALYSE	Distinguish between on the job training and off the job training	10
3	ANALYSE	List down the differences between Training and Development.	10
4	ANALYSE	Throw light on the advantage and disadvantage of e-training.	10
5	ANALYSE	Discover the steps involved in Training process	10
1	EVALUATE	Give a detailed description on the process of training need assessment.	10
2	EVALUATE	Compare the methods of performance appraisal in detail.	10
1	CREATE	Develop a training program on any topic of your choice for the employees working in a Multi-National Company.	10
2	CREATE	Design a detailed plan to conduct a training need assessment for a leading MNC Company.	10
3	CREATE	Prepare a plan for evaluating the effectiveness of training program by using Kirkpatrick model.	10

UNIT IV

COMPENSATION MANAGEMENT

Sr.no	Question Type	Questions	Marks
		MCQ's. 1.Variable pay depends on performance and it is not added to_____ a] Overtime pay b] Employee's base pay	
1-4	REMEMBERING	c] Commission pay d] Incentive pay. 2.Find the odd one out_____ a] Basic salary b] Bonus c] Allowance d] Leave pay. 3.Which of the following is the advantage of team based incentive_____ a] Reduce employee turnover b] Increase effort c] Encourage teamwork d] All of these. 4.All incentive plans are surely_____ a] Pay for performance b] Pay for skills c] Pay for tenure d] Pay for knowledge.	2
5-8	REMEMBERING	MCQ's. 1.Payment of cash rewards for the work extracted from the employee is normally called_____ a] Direct compensation b] Indirect compensation c] Non-monetary compensation d] None of these. 2.Which of the following is the fixed component in compensation packages____ a] Profit-sharing b] Base salary c] Gain-sharing d] Equity stock options. 3._____is the failure, refusal or inability of an employer, on account of shortage of coal, power or raw materials or accumulation of stocks or breakdown of machinery or by any other reason, to give employment to a workman whose name appears on the muster rolls of his industrial establishment and who has not been retrenched". . a] Retrenchment b] Layoff c] Dismissal d] Downsizing. 4.Provision of car, driver, and reimbursement of expenses on car, parking, cleaning, petrol, and maintenance are covered under_____a] Employee benefits b] Pre-employment benefits c] Pay for knowledge d] Gross compensation.	2

9	REMEMBERING	Define compensation management.	2
10	REMEMBERING	Explain the meaning of incentives.	2
11	REMEMBERING	What do you mean by fringe benefits.	2
12	REMEMBERING	Clarify the concept of Retirement	2
13	REMEMBERING	Illustrate the meaning of Termination.	2
14	REMEMBERING	Name the synonym for Voluntary Retirement Scheme.	2
15	REMEMBERING	What does suspension of employee mean?	2

16	REMEMBERING	Disclose what is financial incentives?	2
17	REMEMBERING	Restate the meaning of nonfinancial incentives.	2
1	UNDERSTANDING	Illustrate the importance of fringe benefits.	5
2	UNDERSTANDING	Explain the meaning of grievance and need for handling grievances.	5
3	UNDERSTANDING	Describe the causes of grievances.	5
4	UNDERSTANDING	What do you mean by employee separation?	5
5	UNDERSTANDING	Define Voluntary Retirement Scheme.	5
6	UNDERSTANDING	What do you mean by statutory fringe benefits?	5
1	APPLY	Organize the sequence of implementing voluntary retirement scheme.	10
2	APPLY	Sketch the objectives of compensation management.	10
3	APPLY	Prepare a list mentioning the components of compensation plan with an example.	10
4	APPLY	Throw light on the objectives and benefits of fringe benefits.	10
1	ANALYSE	Differentiate between Wage and Salary	10
2	ANALYSE	List down the difference between Incentives and Fringe benefits.	10
3	ANALYSE	Distinguish between financial and non-financial incentives.	10
4	ANALYSE	Differentiate between statutory and non-statutory fringe benefits	10
1	EVALUATE	Highlight the steps involved in grievance handling procedure.	10

2	EVALUATE	Explain the meaning of separation of employee and its methods.	10
3	EVALUATE	Compare the advantages and disadvantages of incentives. List down the financial and non-financial incentive schemes.	10
4	EVALUATE	Discuss the importance and nature of compensation management.	

1	CREATE	Elaborate the grievances handling procedure in Indian industry. Also highlight the essentials of grievances handling procedure.	10
2	CREATE	List down the current trends in compensation management.	10
3	CREATE	Create a detail summary of Grievances machinery under Industrial Dispute Act 1947.	10

UNIT V

EMERGING TRENDS IN HRM

Sr.no	Question Type	Question	Marks
1-4	REMEMBERING	MCQ's. 1._____is a tool for evaluating the personnel activities (policies, procedures and activities) of an organization. a] HR Audit b] HR accounting c] HRIS d] None of the above. 2._____is a systematic procedure for collecting, storing, maintaining, retrieving and validating data needed by an organization about its employees and HR activities. a] MIS b] HRIS c] HR Audit d] HR Shared services. 3.Identifying cost and Value of human resources is done under a] MIS b] HRIS c] HR Audit d] HR Accounting. 4.Replacement cost method was introduced by a] Rensis Likert b] Eric G.Flamholtz c] Stephen Knauf d] Both a and b.	2
5-8	REMEMBERING	MCQ's. 1.A checks whether all the departments are following the rules and regulations of the organization or not. a] Internal Audit b] Compliance audit c] Strategic Audit d] Job specific Audit. 2.Recruitment, Payroll, data analysis, talent management, etc., are the examples of a] HR	2

		shared services b] HR Audit c] HRA d] Job specific audit. 3._____ was introduced by Flamholtz and is considered as an improved form of capitalization of salary method. a] Return on efforts employed method b] Economic valuation method c] Reward valuation method d] Opportunity cost method. 4.HRIS stands for a] Human resource information services b] Human resource information shared c] Human resource information strategies d] Human resource information system. Ans: 1-b,2-a,3-c,4-d	
9	REMEMBERING	Discover the term human resource information system.	2
10	REMEMBERING	Explain the concept of HR accounting.	2
11	REMEMBERING	What do you mean by HR audit?	2
12	REMEMBERING	Discuss the concept of HR shared services?	2
14	REMEMBERING	Clarify the concept of HR sourcing ?	2
15	REMEMBERING	Define the term human resource information system.	2
1	UNDERSTANDING	Summarize the objectives of HR Accounting.	5
2	UNDERSTANDING	Restate the limitations of HR Accounting	5
3	UNDERSTANDING	Discuss the objectives of HR shared services.	5
4	UNDERSTANDING	Explain the need for HR Audit.	5
5	UNDERSTANDING	List down the scope of HR Audit.	5
1	APPLY	Prepare a list of the issues in creating HR shared services.	10
2	APPLY	Sketch the limitations of HR Accounting	10
3	APPLY	Illustrate the need and advantages of human resource information system.	10
4	APPLY	Identify the advantages and limitations of HR accounting.	10
1	ANALYSE	Give the details classification between HR Audit & HR Accounting	10
2	ANALYSE	Point out in detail the process of HR audit.	10
3	ANALYSE	List down the methods of collecting information for HR audit.	10
4	ANALYSE	Outline the uses of Human Resource Information	10

		System.	
1	EVALUATE	Point out the limitations of HR audit	10
2	EVALUATE	Give the details classification between HR Audit & HR Accounting	10
3	EVALUATE	Design a HR Audit process for a company .	10
4	EVALUATE	Critically evaluate any two the methods of HR Accounting.	10
1	CREATE	Discuss the various emerging trend in HRM.	10
2	CREATE	Download HR accounting report of any one MNC company and write the summary in your own words.	10