

(6 pages)

MAY 2012

P/ID 77608/PBE1K

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the various organisational factors which affect human resource management practices?
2. Explain the contents of an employee induction programme.
3. What are the common problems in performance appraisal?
4. What are the functions of time office?
5. What are the techniques of saying 'no'?
6. State the causes for labour turnover.
7. What are the methods used to calculate DA?
8. Explain the relationship between job description and job specification.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss the essential features of a sound human resource policy.
10. How will you evaluate and control recruitment programme?
11. Review any three appraisal techniques and comment on the advantages and disadvantages of them.
12. Briefly explain extra organisational, organisational and group stressors.
13. How do you prepare time schedule for jobs? — Explain.
14. “Performance based wage structure can be adopted in India” — Comment on why and why not.
15. Discuss the steps in conducting O & M Assignment.
16. How is executive pay fixation carried out? State the role of incentives in executive pay fixation.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. OTIS Elevator Company had concerns that its old paper-based performance appraisal system was too slow and cumbersome. There were also concerns about whether the raters could be assured of the confidentiality to their rating. Because of these problems, the company wanted a better system for appraising and developing the performance of its engineering managers. Specially, the company was interested in enhancing these managers' project management and project team leadership skills. The engineering managers needed substantial improvement in their skills, and the company wanted a performance appraisal system that would provide feedback from the managers' subordinates, peers and customers as well as their direct superiors.

to assess manager's technical competency and their contributions to the business. E-Group was able to provide appraisal profiles for the managers within three days after the last of the evaluators e-mailed their input for the manager. In addition, the profile of actual ratings for each manager from E-Group also includes an ideal leadership profile developed by OTIS executives. By comparing his actual ratings with the ideal profile, managers can identify areas for future development. OTIS Elevator chose to use the system only for developmental purposes, although recently it began to consider other purposes for the system.

Questions :

- (a) How was the 360-degree appraisal better than the traditional appraisal system in OTIS Elevators?
- (b) What problems do you think OTIS Elevator experienced once the 360-degree system was successfully implemented on the Internet?

- (c) In past, many human resource professionals have been almost obsessed with forms or formats used in performance appraisal system. How is the application of 360-degree performance appraisal systems different from the old obsession with forms or formats?
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