

# AI-123

April-2015

## 4<sup>th</sup> Year M.B.A. Integrated Human Resource Development

Time : 3 Hours]

[Max. Marks : 100

1. (a) HRM needs sharper focus in dwindling business environment. Discuss the statement in light of various environmental factors. **10**
- (b) State the difference between HRM & HRD. Discuss the guiding principles of HRM. **10**
2. Attempt any **two** : **20**
  - (a) Define job analysis, job description and job specification. Discuss the relationship between them. Explain various methods of evaluating jobs.
  - (b) Define recruitment and differentiate it from selection. Discuss various types and methods of selection interview with suitable examples.
  - (c) What are the needs, types and elements of Induction ? Discuss various problems encountered during the induction programs.
3. Attempt any **two** : **20**
  - (a) Explain the concept of performance management system. How it differs from performance appraisal ? Explain Balanced Scorecard and Behaviourally Anchored Rating Scale in detail.
  - (b) What performance standards can be considered for evaluating performance of employees ? Give appropriate examples. Discuss various errors/problems which can occur in performance rating.
  - (c) What are the steps involved in Training & Development Programs ? Discuss various models used for evaluating effectiveness of training & development programs.

4. (a) Discuss the main features of reward system. How do the behavioural science theories influence reward management ? **10**
- (b) Discuss the benefits of exit interview. **10**
5. Write notes on any **four** : **20**
- (a) Function of collective bargaining
  - (b) Causes of industrial conflict
  - (c) Causes of grievance
  - (d) Disciplinary Procedure
  - (e) Negotiation
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