

ANURAG GROUP OF INSTITUTIONS  
Venkatapur (V), Ghatkesar (M), R.R. Dist

**School of Business Management (2016-16)**  
**TEACHING PLAN**

**Subject: Human Resource Management**

**Faculty: Syed Mansoor Pasha**

S.No	Topic	No. of Classes	References
1.	Introduction ,Evolution	1	Gary Dessler HRM pearson- 2012,Robert L mathis Human Resource Management
2.	Line managers,HR duties	2	
3.	New Approaches to organizing HR	1	
4	Globalization and competition trends, Technological trends	1	
5.	Trends in nature of work	1	
6.	Workforce and demographic trends	2	
7.	Economic challenges,HRM in India	2	
8.	High performance work systems, labour legislation in India	2	
9.	Ledger Equal employment opportunity 1990-91	1	
10.	Hr score card developed by TVRLS india Case studies	4	
	<b>UNIT-2 Recruitment and placement</b>		
11.	Basics of job analysis ,methods for collecting information through job analysis	2	
12.	Job analysis, job description, job satisfaction, job enlargement	2	
13.	Job rotation,HRP,recruitment and selection, planning and forecasting ,sources of recruitment,recruitment of diverse work force	2	
14	Employer testing and selection ,basic types of interview, errors in interview	2	
15	Translating strategy into HR policies and practices	2	
16	Cases studies	4	
	<b>UNIT-3</b>		
17	Performance appraisal and training and development of employees	2	
18	Concept of performance ,Management Appraisal	1	
19	Techniques for performance appraisal	3	
20	Career management,Employer life cycle,career management and talent management	3	
21	Analyzing training needs and designing the program,Implementing different training program	2	
22	Implementing management development program	2	
23	Evaluating training program,case studies	2	

	<b>UNIT-4</b>	
	Compensation basic factors in determining pay structure	2
	Establishing pay rates,pricing managerial and professional jobs	2
	Special topics in compensation benefits,insurance	1
	Retirement benefits,personal services and family friendly benefits	
	Salient features of work men compensation Act and minimum wages Act	2
	<b>UNIT-5 INTRODUCTION TO INDUSTRIAL RELATIONS</b>	
	Quality of work life,quality circles industrial relations	2
	Industrial Disputes and causes,remedial measures	2
	Collective bargaining,the management of conflict,sources of grievances	2
	The Greivance procedure,guidelines for handling grievances	2
	Maintenance of HR	1
	Benefits and services ,security,responsibility, Global HRM	2
	Case studies	2
	<b>TOTAL NO OF CLASSES</b>	<b>65</b>

## HUMAN RESOURCE MANAGEMENT

### UNIT I

#### Short questions

1. Define HRM
2. HR score card
3. Line Managers
4. Globalization
- 5.HR duties

#### Essay questions

1. Explain the High performance work systems?
2. Does human Resource function become increasingly unambiguously relevant in the context of globalization?
3. Trace out the evolution of HR in Indian context
4. Highlight the changing nature of HRM function in the modern era

5. Discuss the scope of HRM.

## **UNIT II**

Write short notes on:

1. HRP
  2. Job Analysis
  3. Job Rotation
  4. Job Enrichment
  5. Job Enlargement
- 
1. Explain the Necessity of Translating strategy into HR policies and practices
  2. Define Recruitment? & explain about various sources of Recruitment.
  3. Describe various methods of Job Analysis?
  4. Explain the approaches to job design
  5. What do you mean by job enlargement? What are the advantages & disadvantages of job enlargement?

## **Unit III**

1. Talent management
2. Define training
3. Define performance appraisal
4. Management Appraisal
5. Career Management

### **Essay questions:**

1. Explain the concept of training & explain the need for training with the methods
- 2 Define performance management differentiate performance management from performance appraisal.
3. Write an essay on the various methods of appraising employee performance.
4. Define career planning & state its features, objectives & need.
5. "Performance appraisal is not merely for appraisal but for accomplishment & improvement of performance"-Discuss the significance of performance appraisal.

## **UNIT IV:**

1. Retirement benefits
2. Pay rates
3. Define Compensation
4. pay structure
- 5 Broadbanding

### **Essay questions**

1. How do you construct different types of pay structure? Explain.
2. What are the various packages available for executive compensation? Explain?
3. Explain the system of compensation and its role in organization.
4. What are the various non –financial compensation systems? Explain
5. Explain various components of employee benefits?

### **UNIT V:**

1. Global HRM 1.
2. Quality of Work life
3. Quality circles
4. Greivance handling
5. Conflict management

### **UNIT V**

1. What is quality circle? Explain the organizational structure of quality circles
2. Define the term ‘industrial relations’? Explain the differences between the concepts of industrial relations and human resource management?
3. What is the importance of collective bargaining? What are the essential conditions for the successful functioning of collective bargaining?
4. Assess the success of collective bargaining in India?
5. What is quality of work life? Explain the different conditions, criteria of QWL.

### **HRM CASE STUDY**

### **UNIT I**

**Abstract:** work culture Indian BPOs were facing a peculiar problem. Alcoholism, substance abuse and promiscuity had become a part of the "BPO culture" and lifestyle. Organizations intended to

curb such behavior with alcohol testing and HIV testing measures. Would this policy lead to discrimination, experts wondered.

## **Introduction**

It has been widely reported that the very nature of work at BPOs has resulted in employee burnout and other stress-related disorders. The problem was compounded in countries such as India, where employees had to work in night shifts as these BPOs catered to overseas clients.

Working continuously in such shifts, handling stressful transactions with clients, led to mental and physical exhaustion. In addition to workplace stress, the personal habits and undisciplined lifestyle of some employees further compounded their problems.

A combination of factors including monotonous but stressful work, and good starting salary at an early age, pushed some employees toward high risk behavior such as alcoholism, substance abuse and promiscuity...

## **Abstract: II motivation**

Rohit Narang joined Apex Computers (Apex) in November after a successful stint at Zen Computers (Zen), where he had worked as an assistant programmer. Rohit felt that Apex offered better career prospects, as it was growing much faster than Zen, which was a relatively small company. Rohit joined as a Senior Programmer at Apex, with a handsome pay hike. He joined Aparna Mehta's five-member team. While she was efficient at what she did and extremely intelligent, she had neither the time nor the inclination to groom her subordinates. Time and again, Rohit found himself thinking of Suresh, his old boss, and of how he had been such a positive influence. Aparna, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels.

## **Issues:**

- » Motivation
- » Need for recognition

## **Introduction**

Rohit Narang joined Apex Computers (Apex) in November after a successful stint at Zen Computers (Zen), where he had worked as an assistant programmer. Rohit felt that Apex offered better career prospects, as it was growing much faster than Zen, which was a relatively small company...

## **Questions for Discussion:**

1. What, according to you, were the reasons for Rohit's disillusionment? Answer the question using Maslow's Hierarchy of Needs.

## **Abstract: III Delegation**

Sushma Gupta worked as the Assistant Manager (AM) of Operations for Mega Shopping Arena

(MSA). Sushma loved her job and had worked hard to get to the position of AM. In March, as she had expected, Sushma was promoted and made Manager. Ever since Sushma had been promoted, she had been working late, sometimes till midnight. However, most of the work that she was doing was something that she should have delegated to her juniors

**Issues:**

- » Delegation of authority
- » Motivation

**Introduction**

Sushma Gupta worked as the Assistant Manager (AM) of Operations for Mega Shopping Arena (MSA). MSA, a popular store, sold everything from food, clothes, and shoes to stationery, furniture, household items, electronics, and toys. The store advertised itself as a one-stop shop where the customer could find everything he or she needed. Sushma was happy that she was working with such a reputed, well-established store.

Sushma loved her job and had worked hard to get to the position of AM. Her life revolved around her work, so much so that she had to be forced to take leave or a vacation. Her seniors were happy with her work, and Sushma was looking forward to the performance appraisals in March...

**Questions for Discussion:**

1. What in your opinion was Sushma doing wrong? What do you suggest she do now in order to rectify the situation?
2. Should the company have trained Sushma for her new role? What should Sinha do now?

**Abstract:** IV Recruitment and selection

This case discusses software design and development company Menlo Innovations' (Menlo) Recruitment and selection practices. The company had a unique work culture and tried to attract employees that fitted into this culture. It used a unique selection approach called 'extreme interviewing' to achieve this objective.

**Issues:**

- » Recruitment
- » Selection
- » Interview
- » Socialization

**Introduction**

In 2008, Menlo Innovations LLC (Menlo), a Michigan-based software design and development company, received the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility. It was also selected as one of the finalists at the '2008 Top Small Workplaces'...

## **Questions for Discussion:**

1. Discuss the recruitment and selection process of Menlo Innovations.
2. Critically analyze the extreme interviewing technique adopted by Menlo Innovations. Compare and contrast this technique to other commonly used interviewing techniques.

**Abstract:** V HR practices.

In 2008, Chicago-based consulting firm Sonoma Partners, LLC, (Sonoma Partners), featured in the 'Chicago's Best and Brightest Companies to work for' for the second consecutive time. Experts felt that in a relatively short time, the company had demonstrated its ability to create organizational value and business results through its policies and best practices in human resource (HR) management. The highlights of its HR practices were a good benefits package, a stimulating workplace, and a unique mentoring program.

## **Issues:**

- » HR best practices
- » Monetary and non-monetary incentives
- » Work/life balance
- » Training/mentoring

## **Introduction**

Sonoma Partners, LLC (Sonoma Partners), a consulting company based in Chicago, USA, was founded in 2001. It helped small and medium enterprises (SME) to build and manage their database using Microsoft Dynamics CRM (Customer Relationship Management) software. Sonoma Partners was a Microsoft Gold Certified Partner and had been working with Microsoft CRM since its inception.

In addition to its success in CRM implementations for client firms and the various awards it received for it, the relatively small entrepreneurial venture had also earned accolades for its human resource (HR) management practices...

## **Questions for Discussion:**

1. Critically analyze the HR practices at Sonoma Partners. Do you think the company will be able to attract and retain talent in an industry that was known for high attrition? Give reasons to support your answer.
2. List down the HR best practices followed by Sonoma Partners and comment on what impact these practices have on its employees/potential employees.

**MODEL PAPER**

Short answer questions

- 1.Qwl
- 2.Collective bargaining
- 3.Quality circle
- 4.Trade union
- 5,Arbitration
- 6.Job enlargement
- 7.Job Rotation
- 8.Job Analysis
- 9.Employee benefits vs services
- 10.CSR

**ESSAY QUESTIONS**

11.a) Highlight the changing nature of HRM function in modern era?

Or

b).Explain about the Equal employment opportunity 1990-91?

12 a).What is job analysis ?explain about the methods of collecting information through job analysis?

Or

b).Explain the different types of interviews conducted in the selection process.

13.a)What do you mean by performance appraisal?write about various methods of appraising employee performance?

Or

b)Define training?Explain about implementing a training program

14.a)Discuss about the various dimensions of compensation system.

Or

b)Write about the salient features of workmen compensation Act & minimum wages Act?

15.a)Define Qwl?Explain about the determinants of qwl?

Or

b)Define conflict?What are the different stages of conflict episode?

**Subject Code: R12E12MB01**

**ANURAG GROUP OF INSTITUTIONS**

**(Autonomous)**

**School of Business Management**

**I-M.B.A-II-Semester Supplementary Examinations, August - 2015**

**Subject: HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours**

**Max.Marks:60**

Answer all questions, each question carry equal marks.

**Write a short note on the following:**

1. Job Enlargement
2. Human resource development
3. Training
4. Group Discussion
5. Self appraisal
6. coaching
7. pay grade
8. HR Accounting
9. Adjudication
10. Job Analysis

**Section – B (Essay Type Questions)**

**Answer all the questions.**

**5x8=40 marks**

11.A) Explain in detail the various phases in the evolution of Human Resource Management.

OR

B) Define Human Resource Planning? Elaborate the steps involved in HRP Process with an example.

12. A) Discuss the difference between recruitment and selection process. Explain different tests conducted in selection process of a software industry.

OR

B) Explain about the various types of interviews in detail.

13. A) What are on-the-job and off-the-job training methods? Explain the role played by these methods of training in the career development of an employee.

OR

B) What is the difference between confidential reports and performance appraisal? Explain the negative effect of bias in the appraisal process.

14. A) Define compensation? Describe various types of incentive systems.

OR

B) Describe the importance of strategies in Human Resource Management Explain the Business level strategies of SHRM?

15.A) What is a Dispute? Explain the remedial measures for Industrial disputes.

OR

B) In detail explain the concept of corporate social responsibility with references to tata ltd.

**Subject Code: R15E12MB01**

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**School of Business Management**

**I-M.B.A-II-Semester End Examinations, August - 2016**

**Subject: Human Resource Management**

**Time: 3 Hours**

**Max.Marks:60**

**Section – A (Short Answer type questions) (5X4=20 Marks)**

• **Answer all the following**

1. Write a Brief Note on High Performance Work Systems
2. Write a short note on a) Job Description      b) Job Specification
11. Employer Life Cycle
12. Enumerate the various benefits provided by the Indian Companies
13. Quality of Work Life.

**Section-B (Essay type Questions)**

• **Answer all questions, each carry equal marks (5x8=40 Marks)**

6. A) Explicate the evolution and present state of HRM in India. OR  
Critically examine the Line Managers' HR Duties in recent days.
7. A) Why HR Planning is more common among large organizations than among small ones? Outline the steps involved in the Human Resource Planning.  
OR  
B) Define Recruitment. What are the various sources of Recruitment? How does an organization evaluate the worth of these sources?
8. A) "Performance Appraisal is not merely for appraisal but it is for accomplishment and improvement of performance" Discuss the methods and techniques of Performance Appraisal.  
OR  
B) Training provides workers with skills needed in the work place. However, many organizations have dynamic environments in which change is the norm. How can training needs can be identified and executed when job duties are moving target?

P.T.O

9. A) What do you understand by Compensation? Outline the basic factors to be considered by the management in determining the pay structures.  
OR  
B) Outline the salient features and provisions of Workmen Compensation Act.
10. A) What is an industrial dispute? Explain the machinery for prevention and settlement of industrial disputes mentioned in Industrial Disputes Act – 1947.  
OR  
B) Define Collective bargaining. Critically examine the steps involved in the process.