

Q.P. Code : 61314

Second Semester (DAY) M.B.A. Degree Examination, July 2019

(CBCS – 2014 Scheme)

Management

Paper 2.4 – HUMAN CAPITAL MANAGEMENT

Time : 3 Hours]

[Max. Marks : 70

Instruction : Answer All the Sections.

SECTION – A

Answer any **FIVE** of the following questions. Each question carries **5** marks :

(5 × 5 = 25)

1. Differentiate between HRM and HRD.
2. Why is it important to conduct pre-employment background investigations? Outline how you would go about doing so.
3. Discuss the 360-Degree Performance Appraisal.
4. Explain the merits and demerits of TNA.
5. Explain the changing concept of HRM in India.
6. Describe various barriers to Strategic HRM.
7. Write a short note on Application Blank with its contents.

SECTION – B

Answer any **THREE** questions from the following. Each question carries **10** marks :

(3 × 10 = 30)

8. “A well-thought-out training program is essential for all new employees, whether they have experience or not”. Justify why you agree or disagree with this statement.
9. Define HRP and explain its various stages.
10. Discuss the components of employee and executive compensation.
11. What are the sources of recruitment and also highlight pros and cons of each.

SECTION - C

12. Cast Study (**Compulsory**) :

(1 × 15 = 15)

SELECTION INTERVIEW

Vandana Sharma is a bright, popular and well informed mechanical engineer who graduated with an engineering degree from the IIT, Kharagpur in June 2003. After her graduation she went out on many job interviews, most of which she thought were courteous and reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was therefore, with great anticipation that she looked forward to an interview with one firm in which she most wanted to work, Apex Electronics Ltd. She firmly believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career.

The interview, however, was a disaster. Vandana walked into a room in which five men, including the President of the company, two vice presidents the marketing director and another engineer, began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from unnecessarily discourteous to irrelevant and sexist like; Are you planning on settling down and starting a family any time soon? Then, after the interview, she was interviewed by two of the gentlemen exclusively (including the President) and the discussion focused almost exclusively on her technical expertise. She thought that these later discussions went fairly well. However, given the apparent aimlessness and even mean spiritedness of the panel interview, she was astonished when several days later she got a job offer from the firm. The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she would be doing, the industry and the firm's location. And in fact, the President had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been internationally tense to see how she would stand up under pressure and if so, why they would do such a thing.

Questions for Case Analysis :

- (a) Do you think the panel interview reflected a well thought out interview strategy on the part of the firm or carelessness on the part of the firm's management?
- (b) What would you do to improve the interview process at Apex Electricals? What questions would you ask while interviewing candidates for the job?
- (c) Would you take the job offer if you were Vandana? If you are not sure, is there any additional information that would help you make your decision and if so, what is it?