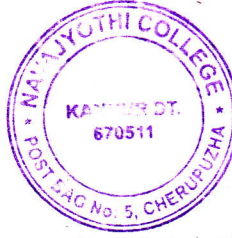




K23P 1445

Reg. No. :

Name :



**III Semester M.Com. Degree (CBSS – Reg./Supple./Imp.)
Examination, October 2023
(2020 Admission Onwards)
COM3C15 : HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section.

Each question carries **1** mark for Part (a), **3** marks for Part (b) and **5** marks for Part (c).

1. a) What is 'Exit Interview' ?
b) "Group Dynamics gives an insight into what motivates teams." Highlight.
c) Specify the reasons for employees' job transfer at the workplace.
2. a) Define the concept of 'Human Resource Development'.
b) Cite out the challenges in conducting Video-Conferencing Interviews.
c) Define HR Audit. State the reasons for conducting an HR Audit programme in a company.
3. a) What do you mean by 'Poaching' in recruitment terms ?
b) Discuss the principles of the Good Grievance Handling Procedure.
c) Critically evaluate the pros and cons of 'e-learning', as a training tool.
4. a) Point out the primary objectives of Compensation Management.
b) "Money being spent on training is a development, not an expenditure." Justify the outcomes in training.
c) Examine the modern methods of Performance Appraisal briefly.

P.T.O.

K23P 1445



5. a) Give reasons why employees are demoted.
b) Outline the competencies needed for an HR Manager at the workplace post-COVID.
c) You find that your subordinate performs minor misconduct at the workplace. What disciplinary action would you recommend ?
6. a) State the objectives of Employee Counselling.
b) Distinguish between HRM and HRD.
c) "Creativity has been an important tool in helping one avoid burnout." Outline the attributes of innovative employees in the 21st century. **(4×9=36)**

SECTION – B

Answer the **two** questions in this Section. **Each** question carries **12** marks.

7. a) NF Ltd. is a leading Pharma Co. involved in the manufacture and marketing of drugs and medicines. Its research staff developed a number of products that helped the company to survive during the COVID pandemic. Mr. Niyaz, the Marketing Head adopted aggressive strategies to push the target and his team worked hard to capture a sizeable share in the market. But there was no formal appraisal, neither any reward system nor any satisfactory increments; due to which 60 medical representatives and the area supervisor misbehaved and left the company. Discuss the reasons for the 'Labour turnover' and an act of 'indiscipline' in this case. Advise the company on improving the 'Quality of Work-Life' of employees.

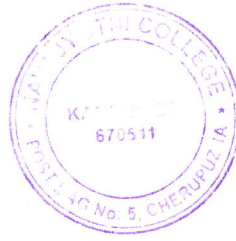
OR

- b) A leading sales agency for Airtel has been experiencing a problem of high employee turnover. An immediate concern for them is the appointment of a team leader for one of their teams in Mumbai. Suggest the stages in the selection process that you would adopt in this case.
8. a) Elucidate the factors influencing the effectiveness of training programmes in an organization. Highlight the important steps involved in designing a training programme.

OR

- b) "Employees get separated from the organization through different means." Narrate the different methods of employee separation and, what strategies would you suggest to retain employees and be enriched at the workplace ?

(2×12=24)



K22P 1445

Reg. No. :

Name :

**III Semester M.Com. Degree (CBSS – Reg./Sup./Imp.)
Examination, October 2022
(2019 Admission Onwards)
COM3C15 – HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section. **Each** question carries **1** mark for Part (a), **3** marks for Part (b) and **5** marks for Part (c).

1. a) Define the concept, of 'Human Resource Management'.
b) Summarise the challenges faced by Managers during the Training process.
c) How does HRM add value to the organization ? Explain.
2. a) Give the essence of the 'Open Door Policy' at the workplace.
b) Why do Grievances arise among employees at the workplace ? Explain.
c) Define HR Audit. Trace its importance in an organisation.
3. a) What do you mean by 'Scouting' in the Recruitment context ?
b) Distinguish between Job Enrichment and Job Enlargement.
c) Critically evaluate "360-Degree", as a modern Performance Appraisal method.
4. a) What is 'Competency Mapping' in HRM ?
b) Specify the criteria to be followed to consider an employee for promotion.
c) Substantiate the significant limitations in HR Planning.
5. a) Enlist any two benefits of outsourcing HR.
b) What is Action Research ? Examine its importance in the Training process.
c) "The process of employee separation is taken quite seriously by many firms."
Identify the methods of employee separation.

P.T.O.



6. a) Define the term, 'Group Dynamics'.
b) Investigate the benefits of TQM in the workplace.
c) Outline the role of HR Manager in ensuring 'Gender-Equality' at the workplace in the 21st Century. (4×9=36)

SECTION – B

Answer the **two** questions in this Section. **Each** question carries **12** marks.

7. a) You are working for an investment broking firm as a Branch Head in Ernakulam. A new branch of your firm will start next month in Kannur. Now, you are assigned the task to recruit staff for the new office. Illustrate the external recruitment sources and discuss the criteria you would use to select them.

OR

- b) Describe in detail the causes of Employee indiscipline at the workplace. How would you apply the 'Red Hot Stove Rule' to take disciplinary action in an organisation ?
8. a) ABC Tax Consultants have their business spread across Ahmedabad and have client coverage of around 1000 clients including individuals, firms and companies. During peak months and days, when nearing deadlines of tax returns filing, they work till 12 midnight and morning from 7 am. But sometimes, they witness the problems of Absenteeism. Why ? Recommend measures to promote employee empowerment.

OR

- b) Compare and contrast 'On-The-Job Training' and 'Off-The-Job Training' methods in detail. (2×12=24)



K21P 1031

Reg. No. :

Name :

**III Semester M. Com Degree (CBSS - Re g./Suppl./Imp.)
Examination, October 2021
(2018 Admission Onwards)
COM3C15 : HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

SECTION – A

Each question carries 1 mark for Part (a), 3 marks for Part (b) and 5 marks for Part (c).

1. a) Define Performance Appraisal.
b) Explain HR Planning Process.
c) Describe the methods and techniques of Performance Appraisal.
2. a) Define Training.
b) Explain Training Process
c) Describe organisation and planning of Training Function.
3. a) Define Training Climate
b) Explain developing training modules.
c) Describe different kinds of Technical Training.
4. a) Define Grievance.
b) Explain the causes of Grievance.
c) Describe the Procedure of Grievance Handling.
5. a) Define HR Outsourcing.
b) What are the legal requirements of HR Outsourcing ?
c) Explain the liabilities of Contractors and Companies with respect to HR Outsourcing ?

P.T.O.

K21P 1031



6. a) Define Group Dynamics.
- b) What are the objectives of H Records ?
- c) Describe the methods of HR Audit.

(4×9=36)

SECTION – B

Answer the following questions. **Each** question carries **12** marks.

7. a) Explain the importance of Group Dynamics.

OR

- b) Explain the facilities and training aids in your organisation.

8. a) Explain Training Needs Assessment.

OR

- b) Discuss the emerging issues in HRM.

(2×12=24)



K20P 1143

Reg. No. :

Name :

III Semester M.Com. Degree (CBSS – Reg./Suppl./Imp.)
Examination, October 2020
(2014 Admission Onwards)
COM3C15 : HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section :

Each question carries 1 mark for Part (a), 3 marks for Part (b) and 5 marks for Part (c) :

1. a) What is HR Audit ?
b) "HR Sourcing is important in recruitment to improve quality of hiring" – Elucidate.
c) Furnish the objectives of HR Records.
2. a) What is Performance Appraisal ?
b) Discriminate between promotion and transfer.
c) State the prominent handicaps of HRP.
3. a) What do you mean by training ?
b) What do you mean by 360 degree appraisal ?
c) Briefly explain Hot Stove rule.
4. a) What is TQM ?
b) Distinguish between Dismissal and Retrenchment.
c) Elaborate the importance of suggestion scheme.
5. a) What do you mean by attitudinal training ?
b) Differentiate between HRM and HRD.
c) Point out the emerging issues in HRM.

P.T.O.



- 6. a) What do you mean by Group dynamics ?
- b) Distinguish between training and development.
- c) Define the term HR Research. Also substantiate the need for it. (4×9=36)

SECTION – B

Answer the **two** questions in this Section :

Each question carries **12** marks :

- 7. a) What are the causes of grievances ? Explain the grievance handling procedures.

OR

- b) How will you identify the training need of manufacturing organisation ? Explain important training methods.

- 8. a) Detail the process of recruitment.

OR

- b) In the present scenario, HR managers perform a variety of responsibilities – Discuss them. (2×12=24)
-



0143328

K19P 1143

Reg. No. :

Name :

III Semester M.Com. Degree (CBSS-Reg./Suppl./Imp.)

Examination, October - 2019

(2014 Admission Onwards)

COM3C15 : HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 60

SECTION - A

Answer any **Four** questions in this section. Each question carries **1** mark for Part (a), **3** marks for Part (b) and **5** marks for part (c). (4×9=36)

- I. a) What is retrenchment?
b) Which are the functions of HRM?
c) Explain about the Performance appraisal techniques.
- II. a) Define Action Research.
b) Distinguish between HRD and HRM.
c) What is the strategic link between HRD and talent management?
- III. a) Mention about the good qualities required for a good leader.
b) What do you mean by Six Sigma?
c) Write down the underlying principles of TQM.
- IV. a) What is grievance?
b) What precautions would you suggest to the HR manager to make the grievance handling process?
c) What can be the causes of grievances?
- V. a) What do you mean by HR audit?
b) What are the objectives of keeping HR records?

P.T.O.



- c) Explain
 - (i) 180 degree performance appraisal and
 - (ii) 360 degree performance appraisal systems.

- VI. a) What is Hot Stove rule?
- b) Briefly explain the employee selection procedure.
- c) What are the duties and responsibilities of HR manager in modern organisation.

SECTION - B

Answer the following questions. Each question carries 12 marks. (2×12=24)

- VII. a) Outline the major functions of Human Resource Management.
(OR)
 - b) Discuss critically the various sources of recruitment for executives.

 - VIII. a) What is Vestibule training? Give its advantages and disadvantages.
(OR)
 - b) What is TQM? How human resource managers can contribute towards TQM.
-



K18P 0918

Reg. No. :

Name :

Third Semester M.Com. Degree (Reg./Suppl./Imp.) Examination, October 2018
(2014 Admn. Onwards)

COM3C15 : HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section. **Each** question carries 1 mark for Part (a), 3 marks for Part (b) and 5 marks for Part (c).

1. a) What is Management Development ?
b) What are the objectives of Management Development ?
c) Explain role play.
2. a) Explain the concept of Industrial Relations.
b) What are the factors affecting Industrial Relations ?
c) What are the objectives of Industrial Relations ?
3. a) What is Human Resource Management ?
b) What are the objectives of HRM ?
c) Explain the significance of HRM.
4. a) Define Performance Appraisal.
b) What is 360 degree Performance Appraisal ?
c) Explain the need for Performance Appraisal.
5. a) What is Training ?
b) What are the stages of Training ?
c) Explain various levels in Training Evaluation.
6. a) Explain the concept of Industrial Relations.
b) What are the characteristics of Industrial Relations ?
c) What are the objectives of Industrial Relations ?

(4×9=36)

P.T.O.



SECTION – B

Answer the following questions. **Each** question carries **12** marks.

7. a) What is recruitment ? What are the sources of recruitment ?

OR

b) Explain in detail the process of performance appraisal. What are the different methods of Performance Appraisal ?

8. a) Explain the impact of globalization on Industrial Relations.

OR

b) **Case study :**

Employers brand refers to the image and reputation created and developed over the period by the employer with regard to treating employees, developing emotional bondage and maintaining harmonious and friendly relations with employees.

Employees speak very highly of their companies which create and maintain higher employer rank. Value of some companies is more than the money value mentioned in their financial statements due to employer brand i.e. intangible asset of the company and emotional capital of the company.

Employees in high employer brand companies prefer to work, commit to the organization, develop emotional bondage with the company, experience high order job satisfaction and identify themselves with the company.

Answer the following questions, considering the facts above :

1) How employer brand can be build ?

2) How the employer brand helps the companies to achieve their objectives ?

(2×12=24)



K17P 1386

Reg. No. :

Name :

**Third Semester M.Com. Degree (Reg./Suppl./Imp.)
Examination, November 2017
(2014 Admn. Onwards)
COM 3C15 : HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four** questions in this Section. **Each** question carries **1** mark for part (a), **3** marks for part (b) and **5** marks for part (c).

1. a) Define HR Planning.
b) What are the types of HR Planning ?
c) What are the need and importance of HR Planning ?
2. a) What is 360° of performance appraisal ?
b) What are the differences between job evaluation and performance appraisal ?
c) What are the importance of performance appraisal ?
3. a) What do you mean by TQM ?
b) What are the differences between training and development ?
c) What are the various methods of training to employees in the organization ?
4. a) What is grievance ?
b) What are the causes of grievances ?
c) What are the procedures of grievance handling ?
5. a) What do you mean by HR Audit ?
b) What are the importance of HR Audit ?
c) What are the various methods of HR Audit ?

P.T.O.



- 6. a) Define procurement.
- b) What are the differences between job analysis and job design ?
- c) What are the various methods of job design ?

SECTION – B

Answer the following questions. **Each** question carries **12** marks.

- 7. a) What are the various methods of performance appraisal ?

OR

- b) Explain the emerging issues in HRM.

- 8. a) What are the scope of HRM ?

OR

- b) What is discipline ? Explain the importance and suggestion scheme in organization.



K16P 1059

Reg. No. :

Name :

**Third Semester M.A./M.Sc./M.Com. Degree (Reg./Suppl./Imp.)
Examination, November 2016**

COMMERCE

**COM 3C15 : Human Resource Management
(2014 Admission Onwards)**

Time : 3 Hours

Max. Marks : 60

SECTION – A

Answer **any four**. 1 mark for part a, 3 marks for part b, and 5 marks for part c.

1. a) What is industrial relation ?
b) Explain the concept of HR planning.
c) Explain the functions of HR manager.
2. a) What do you mean by stress interview ?
b) Explain the nature of HRD.
c) Explain the various methods of training of workers.
3. a) What is Demotion ?
b) State the objectives of performance appraisal.
c) Explain the importance of leadership.
4. a) What is HR Audit ?
b) Describe the objectives of industrial discipline.
c) Explain the effects of absenteeism.

P.T.O.



- 5. a) What is Labour turnover ?
- b) What are the causes of poor industrial relations ?
- c) Explain the need for training in industry.
- 6. a) What is a suggestion scheme ?
- b) State the objectives of collective bargaining.
- c) What measures can be taken to minimise lay offs ? (4×9=36)

SECTION – B

Answer the following. **Each** carries **12** marks.

- 7. a) Explain whether and how the effectiveness of training programmes can be evaluated.

OR

- b) Explain the scope of HRD.

- 8. a) Define Grievance. When do grievances arise ?

OR

- b) Explain the process of employees selection. (2×12=24)
-



K15P 0204

Reg. No. :

Name :

**Third Semester M.A./M.Sc./M.Com. Degree (Reg./Sup./Imp.)
Examination, November 2015
(2014 Admn.)
COMMERCE
COM3C15 : Human Resource Management**

Time : 3 Hours

Max. Marks : 60

PART – A

Answer **any four**. **1** mark for Part (a), **3** marks for Part (b) and **5** marks for Part (c).

1. a) Define HRM.
b) Explain the operative functions of HR management.
c) Enumerate the need for training in industry.
2. a) What is Vestibule training ?
b) Explain the process of performance appraisal.
c) Explain the position of HR manager in an organisation.
3. a) What is TQM ?
b) What are steps in selection process ?
c) Describe the external sources of recruitment.
4. a) What do you mean by lay-off ?
b) Explain how to develop training modules.
c) Describe the causes of poor industrial relations.
5. a) What is Ret Hot Stove Rule ?
b) Explain the causes of absenteeism.
c) Explain the concept and objectives of HR audit.

K15P 0204



6. a) What do you mean by Group Dynamics ?
- b) State the objectives of Employer Suggestion Scheme.
- c) Explain the causes of indiscipline.

(4×9=36)

PART – B

Answer the following. **Each** carries **12** marks.

7. When do grievances arise ? Explain model grievance redressal procedure.

OR

Explain the purposes, uses and importance of performance appraisal.

8. Define HR development and explain its need and significance in modern organisations.

OR

Explain the nature and objectives of HRM.
