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**BBMBMC 315**

**Credit Based V Semester B.B.M. Degree (Supplementary)  
Examination, August/September 2015  
(2012 Scheme)**

**HUMAN RESOURCE MANAGEMENT (Elective)  
Human Resource Development (Paper – I)**

Time : 3 Hours

Max. Marks : 120

- Instructions :**
- 1) A single answer booklet containing **40** pages will be issued.  
No additional sheet will be **issued**.
  - 2) **Section – A** : Answer in **one** or **two** sentences **each**.
  - 3) **Section – B** : Answer in **not more than two** pages **each**.
  - 4) **Section – C** : Answer in **not more than six** pages **each**.

**SECTION – A (2 marks each)**

1. Answer **any ten** questions :

**(2×10=20)**

- a) What is workforce diversity ?
- b) Give the meaning of H.R. Research.
- c) What do you mean by employee empowerment ?
- d) Define management development programme.
- e) Give the meaning of organizational development.
- f) What is simulation training ?
- g) What do you mean by quality circles ?
- h) Write any two objectives of HRD.
- i) What is 360 degree performance appraisal ?
- j) Write any two advantages of H.R. Accounting.
- k) What is e-learning ?
- l) What do you mean by moonlighting ?



## SECTION – B (8 marks each)

Answer **any five** questions :

(8×5=40)

2. What are the benefits of HR outsourcing ?
3. What are the essential features of HRIS ?
4. What are the importance of employee empowerment ?
5. Write a note on the impact of globalisation on HRM.
6. State the principles of effective training programme.
7. Distinguish between HRM and HRD.
8. What are the advantages of on-the-job training programme ?

## SECTION – C (20 marks each)

Answer **all** questions :

(20×3=60)

9. Explain the various challenges and emerging horizons of HRM.

OR

Explain the various methods of employee training conducted in an organization.

10. Briefly explain the methods of performance appraisal. What are the merits and demerits of performance appraisal.

OR

What is organizational change ? Explain the reasons for resistance to change in the organization and suggest the measures to overcome resistance to change.

11. a) What is employee counselling ? Explain various functions of employee counselling.

b) **Case study :**

One of the smaller divisions of a large paper-processing company was scheduled to be closed in the near future. The employees of the plant were informed by company headquarters that they could either move 400 miles to a similar operation or leave the company. At first the decision seemed to be a



matter of individual choice, but as they met with their local management group, they identified another option. They could decide as a group to negotiate purchase of the plant and save their Jobs, although it would require them to invest much of their future salaries as start-up capital. The government was willing to help them create an Employee Stock Ownership Plan (ESOP), but the major risk and thus the decision, was all theirs. They discussed and argued over every aspect of the decision until they reached consensus and decided to start their own company.

The empowerment they experienced from taking control of their own destiny produced an organization that, in both climate and performance, exceeded. What they had achieved as part of the larger company. This group of sixty people had decided to take full responsibility for themselves and their economic success was clearly the product of that decision. Their decision to stand together unified them and their decision to be fully responsible empowered them.

**Question :**

- i) Explain the implications of empowerment in the light of the above case. 5
  - ii) Why do modern management thinkers emphasize empowerment ? 5
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