# BRAINWARE UNIVERSITY
## Ph.D. Course Work Examinations
Programme – Ph. D. in Management
Course Name – Contemporary Issues in Human Resource Management
Course Code – PHD-MGMT01B
(Semester – 1)

Time allotted: 4 hrs.

Full Marks: 100

[The figure in the margin indicates full marks. Candidates are required to give their answers in their own words as far as practicable.]

## Group –A
(Multiple Choice Type Questions)

1 x 10 = 10

1. Choose the correct alternative from the following :

i) A "_____" is a process of evaluating an employee's performance of a job in terms of its requirements.
   a Performance Management
   b Performance analysis
   c Performance appraisal
   d Performance evaluation

ii) "If a worker has few absences, his supervisor might give him a high rating in all other areas of work" this is an example of _____ bias in Performance Appraisal
   a Halo effect
   b Central Tendency
   c Personal Biases
   d Stereo Typing

iii) Which pair in order of sequences represents the first and last steps in a T&D programme? Identify
   a determination of T&D needs, and evaluation of T&D programme
   b determination of T&D needs, and designing the T&D programme
   c designing T&D programme, and implementing it
   d evaluating of T&D programme, and implementing it

iv) Which of the following is a characteristic of a performance-based compensation system?
   a Equal pay for all employees
   b Compensation based solely on seniority
   c Rewards tied to individual or team performance
   d Fixed salaries with no bonuses or incentives

v) Which of the following is a key role of a mentor in a mentoring relationship?
   a Evaluating the mentee's performance
   b Providing direct solutions to the mentee's problems
   c Offering guidance, support, and advice
   d Ensuring strict adherence to company policies

vi)  Analyze the HR technique involves grouping employees based on their skills, knowledge, and expertise to improve workforce efficiency?

    a   Job rotation                 b   Job analysis

    c   Skill-based pay              d   Performance appraisal

vii)  Analyze the primary purpose of classifying jobs in HRM?

    a   To determine employee benefits        b   To identify job candidates

    c   To establish job hierarchies and      d   To enforce workplace policies
        compensation structures

viii)  Classify the HR technique focuses on categorizing employees based on their potential for future leadership roles?

    a   Succession planning           b   Job analysis

    c   Compensation analysis         d   Performance management

ix)  In the context of organizational development, how do "team building" and "process consultation" compare as intervention techniques?

    a   Team building is focused on improving group dynamics, while process consultation involves analyzing workflow inefficiencies.

    b   Team building is an individual-level intervention, whereas process consultation is a group-level

    c   Team building emphasizes long-term culture change, while process consultation addresses short-term conflict resolution.

    d   Team building and process consultation are synonymous terms for the same intervention technique.

x)  How do the principles of "collective bargaining" and "joint consultation" compare in industrial relations?

    a   Collective bargaining emphasizes employer-employee cooperation, while joint consultation involves adversarial negotiations.

    b   Collective bargaining is a unilateral process, while joint consultation is a bilateral process.

    c   Collective bargaining and joint consultation are synonymous terms.

    d   Collective bargaining involves negotiations over labor contracts, while joint consultation focuses on worker participation in decision-making.

## Group – B

(Short Answer Type Questions)                    5 x 6 = 30

Answer the following questions :

2.   What role does employee relations play in HRM, and how can HR professionals contribute to maintaining positive employee relations within an organization?

3.   Analyze the challenges faced in implementing the performance appraisal system.

4.   Distinguish between a competency-based pay system and a traditional pay system in HRM.

5.   Analyze the relationship between employee motivation and job satisfaction in HRM.

6.   Do you think implementation of HR strategies can enhance organizational performance. Justify.

7.   How can you judge the fairness of disciplinary actions taken by an employer in Employee Relations?

## Group – C

(Long Answer Type Questions)                    10 x 6 = 60

Answer the following questions :

8.   Explain "Human Resource Planning". Describe main steps involved in Human Resource Planning and Recruiting.

9.   Performance appraisal serves as the centre of all the HR function. Examine how can you link Performance Appraisal with the other HR functions?

10.  Analyze how can an organization develop human resource plans, when there are many rapidly changing environmental factors over which manager have little or no control?

11.  Assess how remuneration and rewards helps to motivate employees using Porter & Lawler's model of motivation.

12.  Analyze HRD scenario in India.

13.  Mohit has been working as a software developer for a technology company for the past two years. His manager believes that Mohit has the potential to be a team leader in the future and wants to conduct a potential appraisal to assess his suitability for the role. Justify how potential appraisal can help the manager in this situation.

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