

**MASTER OF COMMERCE  
SECOND SEMESTER [REPEAT]  
HUMAN RESOURCE MANAGEMENT  
MCM - 202**

**SET  
A**

**[USE OMR SHEET FOR OBJECTIVE PART]**

Duration: 3 hrs.

Full Marks: 70

Time: 30 mins.

**(Objective)**

Marks: 20

*Choose the correct answer from the following:*

*1 × 20 = 20*

1. The objective of maintaining the contribution of the department at an appropriate level in the organization reflects.....of Human Resource Management (HRM).
  - a. Personal objectives
  - b. Functional objectives
  - c. Organisational objectives
  - d. Societal objectives
2. Which of the following is not a component of Human Resource Planning?
  - a. Recruitment Plan
  - b. Selection Plan
  - c. Exit Policy
  - d. Sales policy
3. In contrast to HRM philosophy, Personnel Management philosophy comprises of:
  - a. Remuneration is market-based
  - b. Job design is team-based
  - c. Predominantly deals with day-to-day activities
  - d. Views human resources as a strategic asset
4. Which approach defines morale as a state of mind and emotions affecting willingness to work, thereby influencing individual and organisational objectives?
  - a. Psychological approach
  - b. Classical approach
  - c. Social approach
  - d. Organisational approach
5. Assertion (A): Job rotation is an effective strategy for enhancing employee Engagement and skill development.  
Reason (R): Job rotation involves periodically shifting employees between different roles and responsibilities within an organisation.
  - a. (A) and (R) are correct, and (R) is the correct explanation of (A)
  - b. (A) and (R) are correct, but (R) is not the correct explanation of (A)
  - c. (A) is true but (R) is false
  - d. (A) is false but (R) is true
6. Which of the following belongs to job specification rather than job description?
  - a. Job Summary
  - b. Mental qualification
  - c. Duties and responsibilities
  - d. Working conditions
7. ....is a systematic and orderly process of determining the worth of a job relative to other jobs.
  - a. Job analysis
  - b. Job design
  - c. Job specification
  - d. Job evaluation



8. Statement I: Human Resource Planning (HRP) aims to ensure the continuous supply of human resources of the required quantity and quality.  
Statement II: HRP is one of the reasons behind the high employee turnover.
- Both the statements are true
  - Both the statements are false
  - Statement I is true but statement II is false
  - Statement I is false but statement II is true
9. Which of the following is the most appropriate career planning process in an organisational context?
- Self-assessment -> Investigating career opportunities -> Goal setting -> Action planning -> Evaluation
  - Goal setting -> Self-assessment -> Investigating career opportunities -> Action planning -> Evaluation
  - Identifying individual needs and aspirations -> Aligning needs and opportunities -> Analyzing career opportunities -> Action plans and periodic review
  - Identifying individual needs and aspirations -> Analyzing career opportunities -> Aligning needs and opportunities -> Action plans and periodic review
10. Identify the option that does not belong with the others in terms of types of training.
- Apprenticeship training
  - Lectures
  - Mentoring
  - Coaching
11. The principles of performance management are:
- Transparency
  - Employee Empowerment
  - Both a & b
  - Neither a nor b
12. Performance appraisal identifies.....
- On-the-job performance and future potential of employee
  - On-the-job performance of employee
  - The future Potential of employee
  - The worth of a job relative to other job in the organization
13. .... is not a component of direct compensation.
- Incentive pay
  - Profit sharing
  - Allowance
  - Health insurance
14. Respect and recognition is an example of:
- Financial Incentives
  - Non-financial incentives
  - Both a & b
  - Neither a nor b
15. Employer paying for the Employee State Insurance Scheme falls under the purview of which type of fringe benefits?
- Statutory fringe benefits
  - Non-statutory fringe benefits
  - Voluntary fringe benefits
  - Fringe benefits for old age and retirement.

16. Indirect compensation includes:
- a. Stock options
  - b. Basic salary
  - c. Wellness programme
  - d. Commissions
17. Indian law defines.....as the failure, refusal or inability of an employer on account of shortage of coal, power or raw materials or the accumulation of stocks or the break-down of machinery or natural calamity or for any other connected reason, to give employment to a worker whose name is borne on the muster rolls of his industrial establishment and who has not been retrenched.
- a. Layoff
  - b. Retrenchment
  - c. Dismissal
  - d. Termination of employment contract temporary
18. Voluntary Retirement Scheme is also known as:
- a. Silver Handshake
  - b. Golden Handshake
  - c. Diamond Handshake
  - d. Platinum Handshake
19. Which of the following refers to the guiding principles that help in the smooth separation of an employee from the organization to minimize separation costs for the organization?
- a. Termination policy
  - b. Retrenchment policy
  - c. Exit policy
  - d. Retirement policy
20. Which of the following can be considered a subtle form of absenteeism?
- a. Long and frequent breaks
  - b. Chronic lateness
  - c. Lower productivity
  - d. All the above



**( Descriptive )**

Time : 2 Hr. 30 Mins.

Marks : 50

[ Answer question no.1 & any four (4) from the rest ]

1. You are the HR manager of SLPB Cement Ltd, a multinational company based in Shillong. The company is currently facing a surplus workforce and requires immediate downsizing. The trade union within the company is strong, and the Board of Directors has tasked you with implementing the downsizing plan. Additionally, the appropriate government authority has approved the downsizing process.  
Devise a strategy or plan for the successful downsizing of the company. 10
  
2. What is compensation management? Analyse the factors influencing compensation decisions in an enterprise. 2+8=10
  
3. Define training and development. Illustrate any one method of evaluating training effectiveness. 1+1+8=10
  
4. What do you mean by performance appraisal? Explain the process of performance appraisal. 2+8=10
  
5. Critically analyse the concept of Moonlighting. 10
  
6. a) Why is international HRM considered more complex than domestic HRM? 5+5=10  
b) What are the reasons for conducting a job evaluation process in an enterprise?
  
7. a) Examine the significance of succession planning. 5+2.5+2.5=10  
b) Highlight the fundamental purpose of Incentives and Fringe Benefits.
  
8. Define HR Audit. Discuss the rationale behind conducting HR Audit. 2+8=10

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