

Student Name :

ID.NO :

Centre :

Date :

Mid-Term Examination

HR Management [MGT-211] CRN -11990

Time: 2.00 Hrs.

Marks: 25

SECTION - I

Part –A

[5 x 1 = 5 Marks]

Answer the following objective questions by mark [A/B/C/D] the correct one.

1. HR managers help workers adapt to continuous improvement changes through

- A. Retraining
- B. Providing answers
- C. Monitoring expectations
- D. All the above

Ans: [D]

2. Most frequent violations requiring disciplinary action may be

- A. Attendance
- B. Dishonesty
- C. Job Behaviors
- D. All the above

Ans: [D]

3. According to Family and Medical leave Act of 1993 employees must

- A. live within a 75-mile radius
- B. have worked at least 1,250 hours in the past 12 months
- C. work for a company that employs at least 50 workers
- D. All the above

Ans: [D]

4. In the Job analysis function the job description element should have

- A. Job number
- B. Job Coding
- C. Job title
- D. All the above

Ans: [C]

5. Maintain discipline in the organization HR manager should consider

- A. History of organization's discipline practices
- B. Status of the employee
- C. Duration of their Education
- D. None of the above

Ans: [A]

Part –B

[5 x 1 = 5 Marks]

Answer the following True / False questions by mark [TRUE or FALSE in Capitals]

1. One of action disciplinary taken by the HR managers may be suspension of employee [TRUE]
2. Potential inbreeding is one of the advantages of promoting from within the organization. [FALSE]
3. According to Disabilities Act, disabled as a person who has a history or record of such impairment [TRUE]
4. HR managers need reliable tests to make sure the applicant will perform satisfactorily [TRUE]
5. When a labor union is present, they negotiate wages, hours, and other terms of employment [TRUE]

SECTION - II

Part –C

[5 x 2 = 10 Marks]

Answer the following questions shortly.

1. List out the different goal of HR management of an organization.
 - I. Attract employees
 - II. Hire employees
 - III. Train employees
 - IV. Motivate employees
 - V. Retain employees
2. What are the issues of employee rights with regard to drug testing of current employees and new applicants?

Drug Testing issues in Employee Rights

For current employees, it:

- I. offers rehabilitation to those who fail
- II. communicates that drugs will not be tolerated

For applicants:

- I. it should be done after a job offer is made
- II. those who fail are usually no longer considered

3. What is validity test in selection process? What are its types?

Validity is the relationship between scores on a selection tool and a relevant criterion, such as job performance.

There are three types:

- I. Content
- II. Construct
- III. Criterion-related

4. Write a short note on *Pregnancy Discrimination Act*.

The Pregnancy Discrimination Act of 1978 for pregnant lady employees. According to this act

Companies may not

- fire a female employee for being pregnant
- refuse positive treatment based on pregnancy
- deny insurance coverage to women

Companies must

- offer pregnancy leave (typically 6-10 weeks)
- offer returning employee a similar job should the exact one be unavailable upon return

5. How the organization balance security with employees' rights?

Employee Monitoring and Workplace Security

Company interests are protected against

- theft
- revealing of trade secrets to competitors
- using the customer database for personal gain
- lost productivity

HRM policies must be clear on monitoring

- e-mail
- the Internet
- Phone

SECTION - III

Answer any ONE the following question in detail [1 x 5 = 5 Marks]

1. Discuss the various functions of Human Resource Management

The functions of HRM can be studied under the following four basic headings

- I. Staffing
- II. Training & Development
- III. Motivation and
- IV. Maintenance

Staffing:

It is the prime function of the HR activities. Staffing has fostered the most change in HR departments during the past 30 years.

- Strategic Human Resource Planning[SHRP]: match prospects' skills to the company's strategy needs
- Recruiting: use accurate job descriptions to obtain an appropriate pool of applicants
- Selection: thin out pool of applicants to find the best choice

Training & Development:

The goal of this training & development function is to have competent, adapted employees

This function includes

- Orientation: teach the rules, regulations, goals, and culture of the company
- Employee training: help employees acquire better skills for the job
- Employee development: prepare employee for future position(s) in the company
- Organizational development: help employees adapt to the company's changing strategic directions
- Career development: provide necessary information and assessment in helping employees realize career goals

Motivation:

Motivation function closely related to behavioral aspects of employees. It includes

- Theories and job design: environment and well-constructed jobs factor heavily in employee performance
- Performance appraisals: standards for each employee; must provide feedback
- Rewards and compensation: must be link between compensation and performance
- Employee benefits: should coordinate with a pay-for-performance plan

Maintenance:

- Safety and health: caring for employees' well-being has a big effect on their commitment
- Communications and employee relations: keep employees well-informed of company doings, and provide a means of venting frustrations

[OR]

2. Briefly explain the stages involved in selection of employees.

The selection process of employees based on the stages as follows

- I. Initial screening interview
- II. Completing the application
- III. Pre-employment testing
- IV. Comprehensive interviews
- V. Conditional job offer
- VI. Background investigation
- VII. Medical Investigation
- VIII. Job offer

Initial screening interview:

- Weeding out of applicants who don't meet general job requirements
- Screening interviews help candidates decide if position is suitable

Completing the application:

Gives a job-performance-related synopsis of what applicants have been doing, their skills and accomplishments

A. Legal consideration-

1. Omit items that are not job-related; e.g., sex, religion
2. Includes statement giving employer the right to dismiss an employee for falsifying information
3. Asks for permission to check work references
4. Typically includes "employment-at-will" statement

B. Weighted application forms-

1. Individual pieces of information are validated against performance and turnover measures and given appropriate weights
2. Data must be collected for each job to determine how well a particular item (e.g., years of schooling, tenure on last job) predicts success on target job
3. Information collected on application forms can be highly predictive of successful job performance
4. Forms must be validated and continuously reviewed and updated
5. Data should be verified through background investigations

Pre-employment Testing:

1. Performance *simulation tests* require applicants to engage in job behaviors necessary for doing the job successfully
2. Work *sampling* uses job analysis to develop a miniature replica of the job so the applicant can demonstrate his/her skills
3. *Assessment centers* give tests and exercises, (individual and group), to assess managerial potential or other complex skills

Comprehensive Interview:

1. Assesses motivation, values, ability to work under pressure, attitude, and ability to fit in
2. It can be traditional, panel, or situational
3. Especially useful for high-turnover jobs and less routine ones
4. Interviewers have short and inaccurate memories: note-taking and videotaping may help
5. Behavioral interviews are much more effective at predicting job performance than traditional interviews
6. Realistic job previews (brochures, videos, plant tours, work sampling) help reduce turnover rates

Conditional job offer:

- HR manager makes an offer of employment, contingent on successful completion of background check, physical/medical exam, drug test, etc.
- May use only job-related information to make a hiring decision

Background Investigation:

- References
- Former employers
- Education
- Third-Party

Medical Investigation:

- Used only to determine if the individual can comply with essential functions of the job
- *Americans with Disabilities Act* requires that exams be given only after conditional job offer is made
- Drug tests can be given at this time
- Company health & life insurance policy qualifier

Job offer:

- Actual hiring decision generally made by the department manager, not HR manager
- Candidates not hired deserve the courtesy of prompt notification

