

FOUNDATIONS OF HUMAN RESOURCE MANAGEMENT

Syllabus

Course No.: MGT 216
Nature of Course: Core

Full Mark: 100
Pass Mark: 35
Lecture hour: 150

Course Objectives

The objectives of this course are:

- To introduce the basic concepts of Human Resource Management.
- To enhance the knowledge and approaches of Human Resource Management.
- To develop students' skills to handle tactfully emerging human resources challenges and issues.

Contents

Unit 1: Introduction to Human Resource Management: LH 12

- Concept, characteristics, objectives and functions of Human Resource Management.
- Human Resource Management System, Personnel and Human Resource Management.
- Human Resource outcomes-Quality of work life, productivity and readiness to change.
- Challenges of Human Resource Management.

Unit 2: Human Resource Planning: LH 17

- Concept, characteristics and importance for Human Resource Planning.
- Concept of Human Resource Strategy, Relationship between human resource planning and Strategic Planning.
- Approaches to Human Resource Planning.
- Human Resource Planning process - Assessing current human resources, Demand and Supply
- Forecasting, Human Resource Inventory, Human Resource Information System, Succession
- Planning, Human Resource Planning in Nepalese Organizations.

Unit 3: Job Design and Analysis: LH 18

- Meanings of Job, task, position and occupation
- Concept, benefits and methods of job Design.
- Concept, and purposes of Job Analysis, collecting job analysis information, Job Analysis techniques – Job-focused and person/behavior-focused. Job description, job specification and job evaluation.

Unit 4: Recruitment, Selection and Socialization: LH 18

- Meaning, sources and methods of recruitment.
- Concept of selection, Difference between selection and recruitment.
- The selection process, selection tests, interviews and their types.
- Reliability and Validity in selection test.
- Concept and process of socialization.
- Recruitment and Selection Practices in Nepalese Organization.

Unit 5: Training and Development: LH 18

- Concept and process of learning
- Human Resource Development: Concept and importance.
- Concept, objectives and benefits of training, determining training needs.
- Training methods: on - the - job and off - the - job.
- Concept and techniques of management development.
- Evaluating training effectiveness.
- Training and development practices in Nepalese organizations.

Unit 6: Motivation: LH 18

- Concept, types and importance of motivation.
- Motivation Theories: Achievement, Equity, ERG and Vroom's Expectancy Theory.
- Motivation and Performance.
- Frustration - concept and causes.
- Job satisfaction - concept and factors related to job satisfaction.

Unit 7: Performance Appraisal and Reward Management LH 12

- Concept and uses of performance appraisal.
- Methods of Performance appraisal - Graphic rating scale, alternative ranking, paired comparison, forced distribution, critical incident, essay and Checklist methods.
- Concept of reward management, types and qualities of effective rewards.
- Performance appraisal practices in Nepalese Organization.

Unit 8: Compensation Management: LH 12

- Concept and determinants of compensation.
- Methods of establishing employee's compensation; current trends in compensation; Incentives plans; Different forms of incentives; Union influence in compensation programs.
- Compensation practices in Nepalese Organization.

Unit 9: Employees Discipline: LH 7

- Concept and types of disciplinary problems. General guidelines in administrating discipline, Disciplinary actions.

Unit 10: Labor Relations: Grievances and Dispute Settlement LH 18

- Concept and purposes of labor relations. The actors of industrial relations system.
- Employee's grievances, causes and handling of employees grievances.
- Labor disputes. Prevention and settlement of disputes. Disputes settlement process in Nepal.
- Features of Labour Act and Trade Union Act.

Suggested Books

- Adhikari, Dev Raj - *Human Resource Management*, Buddha Academics, Kathmandu, 2002.
- Agrawal, G. R. - *Human Resource Management in Nepal*, M.K. Publishers, Kathmandu, 2001.
- Aswathappa K. *Human Resource and Personnel Management: Text and Cases*, Tata McGraw Hill, Delhi - 2002.

- Decenzo and Robbins, *Human Resource Management*, Prentice Hall of India Pvt. Ltd, New Delhi.
- Dessler, Gary - *A Framework of Human Resource Management*, Pearson Education, Delhi - 2003.
- Jyothi, P. and Venkatesu, D.N., *Human Resource Management*, Oxford University Press Delhi.
- K.C., Fatta Bahadur - *Human Resource Management*, Sukunda Books, Kathmandu, 2003 **Labour Act and Labour Rules of Nepal.**
- Shrestha, Amuda, - *Human Resource Management*, Educational Publishers, Kathmandu, 2004
- Shrestha, Kul Narsingha, *Human Resource Management*, Nabin Prakashan, Kathmandu, 2004

Model Question - 2071

Full Marks: 100

Pass Marks: 40

Candidates are required to give their answer in their own words as far as practicable. The figures in the margin indicate full-marks.

Brief Answer Questions: (Attempt ALL questions)

[2x10 = 20]

- Write any five objectives of human resource management.
- What is human resource planning?
- Define job and task.
- Differentiate between recruitment and selection.
- State the concept of human resource development.
- What do you mean by frustration?
- What do you know about gain sharing?
- Give a brief concept of alternative ranking.
- What is employees' grievance?
- Who are the actors of industrial relations?

Short Answer Questions (Attempt any FIVE Questions):

[5X10 = 50]

- Elucidate characteristics of human resource management.
- What is human resource planning? Explain its characteristics.
- "Job analysis is the procedure through which you determine the duties of these positions and the characteristics of the people to hire form them." Describe with illustrations.
- Explain what is meant by reliability and validity. Why these are important in the testing process?
- What is socialization? Elucidate the process of socialization.
- Describe and illustrate how training and development practices are followed in Nepal organizations.

Comprehensive Questions (Attempt any TWO Questions):

[2X15 = 30]

- Different incentive plans are particularly suited to reward individual employees and teams. What do you know about these incentive plans? Also discuss the qualities of effective rewards.
- "Motivation is critical to work performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they won't get the job done without sufficient motivation to achieve those work objectives." In line with these statements discuss the importance of motivation theories.

19. "Discipline is a procedure that corrects or punishes a subordinate because a rule or procedure has been violated". With this statement in mind describe the types of discipline problems and the ways to administer the discipline.

Foundations of Human Resource Management

Group 'A'

Brief Answer Questions

[10 x 2 = 20]

Attempt ALL questions.

1. Point out the characteristics of HRM.
2. Give a brief concept of human resource planning.
3. List out the benefits of job design.
4. Define socialization.
5. What is role play?
6. Define frustration.
7. What is graphic rating score method of performance appraisal?
8. List out the different types of incentive play plans.
9. Define employee discipline.
10. What is employee grievance?

Group 'B'

Short Answer Questions

[5 x 10 = 50]

Attempt FIVE questions.

11. Define human resource management (HRM). Explain HRM as a system.
12. What is recruitment? Explain the different sources of recruitment.
13. Critically examine MCClelland's theory of motivation.
14. Define performance appraisal. Describe the uses of performance appraisal.
15. What is reward? Explain the qualities of effective rewards.
16. Define compensation. Explain the methods of establishing compensation.

Group 'C'

Long Answer Questions

[2 x 15 = 30]

Attempt TWO questions.

17. Define human resource planning. Discuss the approaches of human resource planning.
18. What is job design? Discuss the methods of job design.
19. Define management development. Discuss the on-the-job methods used for management development.

Unit 1: Introduction to HRM

Brief Answer Questions

1. Define the term HRM.
2. What are the characteristics of HRM? Mention.
3. Write any five objectives of human resource management.
4. Make a list of different functions of HRM.
5. State about human resource management system.
6. List any four components of HRM system.
7. Write two differences between personnel management and HRM.
8. What are the outcomes of HRM? Make a list.
9. Define QWL, productivity and readiness to change.
10. Make a list of challenges of HRM.

Short Answer Questions

11. 2071 Q.No.1
Define human resource management (HRM). Explain HRM as a system. [10]
12. 2070 Q.No.1
Highlight on the concept of human resource management and explain its functions. [4+6]
13. 2069 Q.No.1
Explain the challenges of human resource management. [10]
14. 2068 Q.No.1
What is human resource management (HRM)? Explain the functions of HRM. [4+6]
15. 2067 Q.No.1
Define 'human resource management (HRM)'. Explain the important functions of HRM. [4+6]
16. 2066 Q.No.1 (Old)
Define 'human resource management.' Explain the important function of HRM. [10]
17. 2066 Q.No.1
Describe the functions of human resource management. [10]
18. 2065 Q.No.1 (Old)
What is human resource management? Why in HRM a basic management function at all levels of management? [10]
19. 2065 Q.No.1
What is the human resource management? Describe the objectives of human resource management. [4+6]
20. 2064 Q.No.1 (Old)
Explain the concept of human resource management. What are the components of HR function? [10]
21. 2064 Q.No.1
What is human resource management system? Make a difference between personnel and human resource management. [5+5]
22. 2063 Q.No.1
Briefly describe the characteristics and objectives of human resource management. [5+5]
23. 2062 Q.No.1 (Old)
What is human resource management? Explain the functions of human resources management. [4+6]

24. 2062 Q.No.1

Explain the emerging challenges in human resources management. [10]

25. 2061 Q.No.1

Trace out the roots and development of human resource management. [10]

26. 2060 Q.No.1

What is human resource management state the major components of human resource management. [4+6]

27. 2059 Q.No.1

State and explain the purposes of human resource management? [3+7]

28. 2058 Q.No.1

What is human resource management? How does it help in enhancing quality of work life? [4+6]

29. 2057 Q.No.1

Define human resource management. How are quality of work life, productivity, and readiness for change related to each other? [4+6]

30. 2056 Q.No.1

Define quality of work life. How is quality of work life related to productivity? [4+6]

31. 2055 Q.No.1

What are the major components of human resource management? Why is motivating phase importance in human resource management. [4+6]

Short Answer Notes

32. 2065 Q.No.10(a) Old

Quality of work-life [5]

Comprehensive Answer Questions

33. 2059 Q.No.1

The principal resource of an organization is the people and managing people is the most important aspect of managing an organization. What are the main components of human resource management? [10+10]

34. 2057 Q.No.11

Human resource management is concerned with the "people" dimension in management. What, in your opinion, are the major roles and responsibilities of a human resource manager in managing the human resource dimension of an organization? [20]

35. 2056 Q.No.11

Managing of human resource is much more difficult than managing physical resources. Why do you think managing human resources is difficult? What skills should the managers have to manage human resources effectively?

36. 2055 Q.No.11

Managing of human resource is a complex and challenging job. In the light of this statement discuss the role and functions of a human resource manager.

Unit 2: Human Resource Planning

Brief Answer Questions

1. Define human resource planning (HRP).
2. What are the characteristics of HRP? Mention.
3. List the steps involved in human resource planning.
4. Make a list of the methods of assessing current human resource of an organization.
5. What is the importance of human resource planning?
6. State any four importance of human resource information system in assessing current human resources in the organization.
7. State the methods of HR demand.
8. State the methods of HR supply.
9. Define human resource information system.
10. State the purpose of human resource planning.
11. What is succession planning?
12. What is human resource strategy? Define.
13. Mention the approaches to human resource planning.
14. Mention the relationship between human resource planning and strategic planning.
15. Make a list of HRP in Nepalese organizations.

Short Answer Questions

16. 2071 Q.No.2

What is human resource strategy? Explain the relationship between human resource planning and strategic planning? [4+6]

17. 2070 Q.No.2

Explain the importance of human resource planning in organizations. [10]

18. 2069 Q.No.2

What is human resource planning? Explain the relationship between human resource planning and strategic planning. [4+6]

19. 2068 Q.No.2

What is human resource planning? Describe the importance of human resource planning for an organization? [4+6]

20. 2066 Q.No.2 Old

Explain the importance of HR planning. How is HR information system useful in the process of HR planning? [10]

21. 2066 Q.No.2

Describe the process of human resource planning. [10]

22. 2065 Q.No.2 Old

What is HR planning? What are the activities involved in HR planning? [10]

23. 2065 Q.No.2

Define HR planning. What are the major activities involved in HR planning? [10]

24. 2065 Q.No.2

What is human resource strategy? What relationship do you find between human resource planning and strategic planning? [4+6]

25. 2064 Q.No.2

Define human resource planning. Why is it necessary for a modern organization? [4+6]

26. 2063 Q.No.2

What is succession planning? Why is it useful to an organization? [4+2]

27. 2062 Q.No.2 Old

Define human resource planning. Explain the purpose of human resource planning. [4+6]

28. 2062 Q.No.2

What is human resource inventory? Why is it necessary? [4+6]

29. 2061 Q.No.3

What is human resource information system? Explain the purposes of human resource information system (HRIS). [4+6]

30. 2061 Q.No.2

Explain the process of human resource planning. [10]

31. 2060 Q.No.2

Explain the process of assessing the supply of human resources in the organization. [10]

32. 2059 Q.No.2

What is human resource planning? How does human resource inventory help in formulating human resource planning? [4+6]

33. 2058 Q.No.2

Explain the importance of human resource information system in assessing current human resources in the organization. [10]

34. 2057 Q.No.2

State the importance of human resource planning. What are the steps involved in the human resource planning process? [5+5]

35. 2056 Q.No.2

What is human resource planning? How can human resource information system help in developing human resource planning? [4+6]

36. 2055 Q.No.2

Define human resource planning. What are the methods of assessing current human resources of an organization? [4+6]

Short Notes:

37. 2065 Q.No.10(b) Old

Succession planning [5]

38. 2064 Q.No.10 (a) Old

Human resource information [5]

Comprehensive Answer Questions

39. 2071 Q.No.11

"HR planning is the process of anticipating future business and environmental demands in an organization and attempting to provide sufficient manpower required to fulfill business objectives." In line of this statement, describe the process of human resource planning. [20]

40. 2070 Q.No.11

Human resource planning is the major activity of human resource manager and indeed an indicator of success if formulated rightly. In the light of this statement, discuss the human resources planning process. [20]

41. 2069 Q.No.11

Success in formulating right type of human resource planning very much decides the success career of human resource manager. In line with this perspective, discuss the characteristics of human resource planning and the methods of forecasting demand for human resources. [10+10]

42. 2067 Q.No.11

The effectiveness of human resource manager primarily depends on proper human resource planning. In this perspective, explain the importance of human resource planning discuss the methods of forecasting demand for human resources. [8+12]

43. 2065 Q.No.12

What is human resource information system? Discuss the different methods of forecasting demand for human resources. [20]

44. 2064 Q.No.11

Human resource planning not only requires a simple assessment of number of employees required but also their categories and skills as well as their balanced allocation. In the light of the above statement discuss the process of human resource planning. [20]

45. 2062 Q.No.11 Old

Human resource planning encompasses series of formal process. In the light of the above statement, discuss the process you would follow while formulating human resource planning in your organization. [20]

46. 2062 Q.No.11

The effectiveness of human resource planning depends on the proper matching of demand and supply of human resources. In the context of this statement, discuss how would you forecast demand for and determine supply of manpower in the organization. [10+10]

47. 2060 Q.No.11

'Human resource planning is the process by which an organization ensures that it has the right number and kinds of people, at right places, and the right time? On the basis of the above statement explain the importance and the steps involved in human resource planning. [10+10]

48. 2058 Q.No.11

A human resource manager should depend on different information and other important components in formulating a realistic human resource planning. As a human resource manager of a large organization what process would you follow while formulating human resource planning? [20]

Unit 3: Job Design and Analysis

Brief Answer Questions

1. Write few sentences about the terms: job, task position and occupation.
2. Define jobs design.
3. State the benefits of jobs design.
4. Make a list of methods or approaches of jobs design. Define job analysis.
5. Mention the purposes of job analysis.
6. What are the methods of collecting job information? Mention. What are the job analysis techniques? Mention.
7. Make a list of contents of job description. What are the contents of job specification? Define job evaluation.

Short Answer Questions

8. 2071 Q.No.3
What is job design? What are the benefits of job design? [4+6]
9. 2070 Q.No.3
What is job analysis? What are the purposes of job analysis? [4+6]
10. 2069 Q.No.3
Define job description. How does job description differ from job specification? Explain. [4+6]
11. 2068 Q.No.3
Present a concept of job analysis. How would you collect the job analysis information? [4+6]
12. 2067 Q.No.2
What is job design? Describe the benefits of job design? [4+6]
13. 2066 Q.No.3 Old
What is job analysis? What are the methods of collecting job analysis information? [10]
14. 2066 Q.No.3
Give the concept and purposes of job analysis. [4+6]
15. 2065 Q.No.3 Old
Explain the concept of job analysis. What are the purposes of job analysis? [10]
16. 2065 Q.No.3
Define job design and explain its benefits. [4+6]
17. 2064 Q.No.3 Old
Define "Job Description". How is it different from "Job Specification"? [10]
18. 2064 Q.No.3
What is job analysis? What are their purposes? [4+6]
19. 2063 Q.No.3
Explain the various methods of collecting job analysis information. [10]
20. 2062 Q.No.4 Old
What is job analysis? Explain the methods of collecting job information. [4+6]
21. 2062 Q.No.3 Old
State the distinguishing features of job description and job specification. [10]
22. 2062 Q.No.3
Explain the different methods of job design. [10]
23. 2061 Q.No.5
Define job analysis. Why job analysis is needed in an organization. [4+6]
24. 2061 Q.No.4
What is job evaluation? Explain the methods of job evaluation. [4+6]
25. 2060 Q.No.3
What is job analysis? Explain the uses of job analysis. [4+6]
26. 2059 Q.No.3
What is job specification? Explain the contents of job specification. [4+6]
27. 2058 Q.No.3
What is job description? Explain the contents of job description. [4+6]
28. 2057 Q.No.3
What is job analysis? What are the components of job description? [4+6]
29. 2056 Q.No.3
Define job analysis. What are the purposes of job analysis? [4+6]

30. 2055 Q.No.3

What is job description? State the techniques of job analysis.

[4+6]

Short Notes**31. 2064 Q.No.10(b) Old**

Job evaluation

[5]

Comprehensive Answer Questions**32. 2062 Q.No.12**

What are the benefits of job analysis? Discuss the components of job description and job specification with suitable examples.

[5+15]

Unit 4: Recruitment, Selection & Socialization

Brief Answer Questions

1. Define recruitment.
2. Mention the sources of recruitment.
3. Make a list of methods of recruitment.
4. Mention recruitment process.
5. Define selection.
6. What is the selection process? Mention.
7. What is selection test?
8. State any four differences between recruitment and selection.
9. Mention about reliability and validity in selection test.
10. Define interview.
11. What is socialization? Define.
12. State recruitment and selection practices in Nepal.

Short Answer Questions**13. 2071 Q.No.4**

What is recruitment? Explain the different sources of recruitment.

[10]

14. 2070 Q.No.4

What is job employee selection? How does selection differ from recruitment? Explain.

[4+6]

15. 2070 Q.No.8 Or

What is socialization? Explain the process of socialization.

[4+6]

16. 2069 Q.No.4

Give the concept of socialization and explain its process.

[4+6]

17. 2068 Q.No.4

What is selection? What are the differences between recruitment and selection?

[4+6]

18. 2067 Q.No.3

What is employee selection? Make a distinction between recruitment and selection.

[4+6]

19. 2066 Q.No.4

State and explain the different types of selection tests.

[4+6]

20. 2066 Q.No.4 Old

Explain the selection process. What are the states involved in this process?

[10]

- 21. 2066 Q.No.5 Old**
Describe the concept of employee socialization. What are the 'purposes of employee socialization'? [10]
- 22. 2065 Q.No.5**
What is employee selection? Explain the different types of selection tests. [4+6]
- 23. 2065 Q.No.4 Old**
Differentiate between recruitment and selection. Explain the external sources of obtaining job applicants. [10]
- 24. 2065 Q.No.5 Old**
What is employee socialization? Why is it an important function of HR managers? [10]
- 25. 2064 Q.No.5**
What is socialization? Explain the process of socialization. [4+6]
- 26. 2064 Q.No.5**
Why employee socialization is necessary? What expected or subjects should be included in the socialization programs? [10]
- 27. 2064 Q.No.4 Old**
What are the methods of employee recruitment? Which method of recruitment is suitable in our present context? [10]
- 28. 2063 Q.No.5**
What is recruitment? Explain the different sources of recruitment. [4+6]
- 29. 2062 Q.No.5**
Define interview and explain different types of interviews. [4+6]
- 30. 2062 Q.No.5 Old**
Explain the meaning and purpose of socialization. [4+6]
- 31. 2062 Q.No.6 Old**
State and explain the sources of recruitment. [3+7]
- 32. 2061 Q.No.6**
What is socialization? Explain the factors that should be considered while developing a socialization program. [4+6]
- 33. 2060 Q.No.4**
What is socialization? Explain the process of socialization. [4+6]
- 34. 2059 Q.No.4**
Define recruitment and explain the external sources of recruitment. [4+6]
- 35. 2059 Q.No.10**
What is socialization? State the benefits of socialization. [4+6]
- 36. 2058 Q.No.4**
State and explain the phases of selection process. [3+7]
- 37. 2058Q.No.10**
What is socialization? What benefits can socialization provide for the new employees? [4+6]
- 38. 2057 Q.No.4**
Define recruitment. What are the methods of recruitment? [4+6]
- 39. 2056 Q.No.4**
Explain the meaning and purposes of employee socialization. [4+6]

40. 2056 Q.No.10

Explain briefly the employee selection process. Would the selection methods be the same for managers and workers? [5+5]

41. 2055 Q.No.5

Differentiate between recruitment and selection. State the methods of employee selection. [4+6]

Comprehensive Answer Questions**42. 2068 Q.No.11**

"Socialization is the process of mutual adaptation of the new employed and the new employer to one another." Keeping this statement in mind, explain the process of socialization. [8+12]

43. 2063 Q.No.11

Selection is the mechanism that determines the overall quality of an organization's human resources. In the light of the statement, discuss the selection process that will ensure to get best candidate. [20]

44. 2061 Q.No.11

Choosing employees to hire is necessary in all organizations and the quality of choice often affects organization for decades. In the light of the given statement, discuss the selection process that you would consider while selecting new employees. [20]

45. 2059 Q.No.12

"More emphasis should be placed on the internal supply of employees for meeting future needs because these employees already know the organization." Do you agree or disagree? Justify. [20]

46. 2056 Q.No.12

An organization had advertised in the newspaper the vacancy for two posts of office assistant. The organization has received about 350 applications for these two posts. Conducting examinations and interviews for all these candidates is going to be very expensive and time-consuming affair. The general manager of the organization sought your opinion regarding the most effective and least expensive method of selecting the office assistant. What suggestions would you give to the General Manager? [20]

Unit 5: Training & Management Development**Brief Answer Questions**

1. Define learning.
2. State the significance of learning.
3. What is the process of learning? State.
4. Give the meaning of human resource development.
5. Make a list of importance and need of human resource development.
6. What do you mean by training? Mention.
7. How can you determine training needs? Mention.
8. Make a list of training methods.
9. What is management development? State.
10. What are the methods of management development? Mention.
11. How can we evaluate training effectiveness? Mention.
12. List training and development practice in Nepalese organizations.

Short Answer Questions

13. 2071 Q.No.9
State and explain the training practices in Nepalese organizations. [10]
14. 2069 Q.No.5
What is human resource development? Why is it important for an organizations? [4+6]
15. 2068 Q.No.5
Explain the concept and importance of human resource development. [10]
16. 2067 Q.No.4
What is human resource development? Why is it important in organizations? [4+6]
17. 2067 Q.No.5
Give your assessment on the training and development practices in Nepalese organizations. [10]
18. 2066 Q.No.5
What is learning? Explain the process of learning. [4+6]
19. 2066 Q.No.6 Old
Define 'management development'. Explain the on-the-job methods of management development. [4+6]
20. 2065 Q.No.4
How would you determine the training needs of employees? Explain. [10]
21. 2065 Q.No.6 Old
Explain the concept of management development. Why is it important for an organization? [10]
22. 2064 Q.No.4
Explain the important methods of evaluating training effectiveness. [10]
23. 2064 Q.No.7 Old
Explain the off-the-job methods of developing managers. [10]
24. 2063 Q.No.4
Define human resource development and explain its importance. [4+2]
25. 2062 Q.No.4
Explain the different methods of on-the-job training. [10]
26. 2062 Q.No.7 Old
Explain the various methods of determining training needs of employees. [10]
27. 2061 Q.No.7
Explain the methods of evaluating a training program. [10]
28. 2060 Q.No.5
State and explain the methods of determining training needs of the employees. [3+7]
29. 2059 Q.No.5
What is training? Explain the methods of off-the job training. [10]
30. 2058 Q.No.5
What is management development? Explain off the job methods of management development. [4+6]
31. 2057 Q.No.5
Distinguish between on-the-job and off-the-job training. What approaches are used in evaluating training effectiveness? [4+6]

32. 2056 Q.No.5

Define management development. What are the methods used for management development? [4+6]

33. 2055 Q.No.6

Why training is essential? What are the methods of determining training needs? [4+6]

Comprehensive Answer Questions**34. 2070 Q.No.12**

What are the objectives of employee training? How does an organization determine training needs for its employees? [8+12]

35. 2069 Q.No.12

What is management development? Discuss the techniques of management development. [5+15]

36. 2066 Q.No.11

Organization spend their valuable resources in employee training. In most cases, however, such training programmes are not effective as expected. Describe briefly the methods of determining training needs. How can training programs be made more effective? [20]

37. 2065 Q.No.11

Employee training is necessary for improving the performance and quality of work. In this context, explain the on-the-job methods of employee training. How can training effectiveness be evaluated? [20]

38. 2064 Q.No.11

Human resource is a key resource of an organization. Enhancing employees capabilities is a major concern of modern organization. In the light of the given statement, discuss the methods of determine training needs and the ways of evaluating the effectiveness employees training. [20]

39. 2064 Q.No.12

The executives who are responsible for getting things done through and with the efforts of the people needs training for several reasons. In the context of the statement discuss the techniques of management development. [20]

40. 2063 Q.No.12

"Training typically focuses on providing employees with specific skills or helping them correct deficiencies in their performance". In the context of this statement explain the different methods of training. [20]

41. 2062 Q.No.12 Old

Management development is the activity that ensures organization with the required managerial talents. In the light of the above statement, discuss the methods of developing managers. [20]

42. 2061 Q.No.12

Unlike skills training, management development focuses on the overall development of a manager. In the light of this statement, discuss the methods used in management development. [20]

43. 2060 Q.No.12

Management development in contrast to employee training is more future oriented and concerned with education. As a human resource manager of a company what techniques would you suggest for the management development? Discuss. [20]

44. 2058 Q.No.12

Trained managers are vital to the development of an organization. As a human resource manager how would you analyze the needs of management development program? What types of management development techniques would you recommend in a large organization? Discuss. [10+10]



Unit 6: Motivation

Brief Answer Questions

1. Define motivation.
2. What are the nature and characteristics of motivation? Mention.
3. What is the process of motivation?
4. Make a list of types of motivation.
5. Elucidate importance of motivation.
6. What are the techniques of motivation?
7. Make a list of theories of motivation.
8. Is there relationship between motivation and performance?
9. What do you mean by frustration?
10. What are the causes of frustration?
11. Define job satisfaction.
12. What are the factors related to job satisfaction? Mention.

Short Answer Questions

13. 2071 Q.No.5
Describe the concept and causes of frustration. [5+5]
14. 2070 Q.No.6
Define motivation. Explain Herzberg's motivation-hygiene theory. [4+6]
15. 2069 Q.No.6
What is motivation? How is it related to performance? Explain. [4+6]
16. 2068 Q.No.6
What is job satisfaction? What are the factors related to job satisfaction? [4+6]
17. 2067 Q.No.6
State and explain the factors related to job satisfaction. [10]
18. 2066 Q.No.6
What is frustration? Explain the causes of frustration. [4+6]
19. 2065 Q.No.7
Explain Vroom's Expectancy Theory of Motivation. [10]
20. 2064 Q.No.7
Explain the achievement theory of motivation. [10]
21. 2064 Q.No.6 Old
Discuss Herzberg's motivation-hygiene theory of motivation. [10]
22. 2063 Q.No.7
Explain the Equity Theory of Motivation. [10]
23. 2062 Q.No.7
What is motivation? Explain ERG theory of Motivation. [4+6]

- 24. 2062 Q.No.8 Old** Differentiate between McGregor's Theory X and Theory Y. [10]
- 25. 2061 Q.No.8** Define job satisfaction. Explain the methods of measuring employee's job satisfaction. [4+6]
- 26. 2060 Q.No.6** Define motivation. Compare McGregor's theory X and theory Y. [4+6]
- 27. 2059 Q.No.6** Explain McGregor's theory X and theory Y. [10]
- 28. 2058 Q.No.6** Compare and contrast McGregor's X-theory with Y-theory. [10]
- 29. 2057 Q.No.6** Define motivation. What role would money play in the Maslow's hierarchy of the needs theory? [4+6]
- 30. 2057 Q.No.10** What methods can be used to measure employee frustrations? [10]
- 31. 2055 Q.No.6** What is motivation? State the hygiene factors as identified by Herzberg. [4+6]
- 32. 2056 Q.No.6** Compare the hierarchy of needs theory with the motivation-hygiene theory. [10]

Short Notes

- 33. 2065 Q.No.10(c) Old** Frustration [5]

Comprehensive Answer Questions

- 34. 2068 Q.No.12** Discuss the equity theory of motivation. [20]
- 35. 2067 Q.No.12** What is motivation? Discuss the importance of motivation and Equity Theory of motivation. [5+5+10]
- 36. 2066 Q.No.11** The goals of organization can only be achieved through competent and motivated human resources. In the light of this statement, describe the importance of motivation in organizations. Also examine the achievement motivation theory. [10+10]
- 37. 2066 Q.No.12 Old** What do managers need to know about employee motivation? How can employees' lack of motivation affect productivity? Discuss how McGregor's Theory X explains employee motivation. [20]
- 38. 2065 Q.No.11 Old** Employee motivation is an important function of management. Explain the major problems related to employee motivation. How is motivation related performance? [20]
- 39. 2055 Q.No.12** As a human resource manager of an organization, you have noticed that the efficiency of the workers is very low. The per capita output of works has been declining. The workers often complain about bad working conditions and monotonous, nature of their work. The rate of absenteeism is also increasing. How would you analyze this situation? What would you do to increase the efficiency and productivity of workers? [20]

Unit 7: Performance Appraisal & Reward Management

Brief Answer Questions

1. Define performance appraisal.
2. Write any five characteristics of performance appraisal.
3. What are uses/importance of performance appraisal? Mention.
4. Write the process of performance appraisal.
5. Make a list of methods of performance appraisal.
6. Give a brief concept of alternative ranking.
7. Mention about graphic rating scale method.
8. Write about MBO.
9. Discuss about 360 degree feedback method.
10. What is behaviourally anchored rating scale, BARS?
11. Define reward management.
12. Mention the (types of reward.
13. What are the qualities of effective rewards?
14. Mention about performance appraisal practices in Nepalese organizations.

Short Answer Questions

15. 2071 Q.No.6

What is performance appraisal? Explain the graphic rating scale as a method of performance appraisal. [5+5]

16. 2070 Q.No.5

What is reward management? Explain the qualities of effective rewards. [4+6]

17. 2070 Q.No.7

Why is performance appraisal necessary in an organization? Explain any four common methods of performance appraisal. [4+6]

18. 2069 Q.No.7

State and explain the types and qualities of effective rewards. [5+5]

19. 2068 Q.No.7

Explain the uses of performance appraisal. [10]

20. 2067 Q.No.7

What is reward management? Explain the different types of rewards. [10]

21. 2066 Q.No.7 Old

What is performance appraisal? Explain the process of performance appraisal. [10]

22. 2066 Q.No.8 Old

Differentiate between intrinsic and extrinsic rewards. Describe the methods of intrinsic reward. [10]

23. 2065 Q.No.6

Explain any four popular methods of performance appraisals. [10]

24. 2065 Q.No.7 Old

Describe various types of rewards. How can these rewards be designed for effective results and performance? [10]

25. 2065 Q.No.8 Old

What are the purposes of performance appraisal? State any four methods of such appraisal. [10]

26. 2064 Q.No.6
What is reward management? Explain the qualities of effective rewards. [4+6]
27. 2064 Q.No.8 Old
Define performance appraisal. What purpose does performance appraisal serve? [10]
28. 2064 Q.No.9 Old
What is reward system? What roles do benefits serve in reward system? [10]
29. 2063 Q.No.6
What is reward management? Explain different types of rewards. [4+6]
30. 2062 Q.No.6
What is performance appraisal? Describe uses of performance appraisal. [4+6]
31. 2062 Q.No.9 Old
What is reward? Explain the qualities of effective rewards. [4+6]
32. 2061 Q.No.9
What is performance appraisal? Describe any four methods of performance appraisal [4+6]
33. 2060 Q.No.7
Explain the qualities that an effective reward should contain. [10]
34. 2060 Q.No.9
Explain in brief the methods of performance appraisal. [10]
35. 2059 Q.No.7
Explain the term "Performance appraisal". How is it useful in motivating employees? [4+6]
36. 2059 Q.No.9
State and explain different types of rewards. [3+7]
37. 2058 Q.No.7
Define performance appraisal. Explain briefly the different methods of performance appraisal. [4+6]
38. 2058 Q.No.8
Explain the criteria on which rewards can be distributed to the employees. [10]
39. 2057 Q.No.7
Compare the essay appraisal with the critical incident appraisal. [10]
40. 2057 Q.No.8
What are extrinsic rewards? How do they differ from intrinsic rewards? [4+6]
41. 2056 Q.No.7
What is performance appraisal? State briefly the appraisal process. [4+6]
42. 2056 Q.No.8
Contrast financial and non-financial rewards. Illustrate your answer with examples. [7+3]
43. 2055 Q.No.7
Define performance appraisal. What are the important methods of performance appraisal? [4+6]
44. 2055 Q.No.8
What are the features of effective reward system? Give examples of intrinsic rewards. [6+4]

Comprehensive Answer Questions

45. 2055 Q.No.7
What is performance appraisal? Discuss the various methods of performance appraisal. [5+15]

Unit 8: Compensation Management

Brief Answer Questions

1. Define concept of compensation.
2. Make a list of determinants of compensation.
3. What are the methods of establishing employees' compensation?
4. What are current trends in compensation management?
5. What is incentive plan? Mention.
6. What are the features of incentive plans? Mention.

Short Answer Questions

7. 2071 Q.No.6
Define compensation. Explain the methods of establishing compensation. [10]
8. 2070 Q.No.6
What is compensation management? What are the determinants of compensation? Explain? [4+6]
9. 2069 Q.No.8
What is compensation management? What are the determinants of compensation? Explain. [4+6]
10. 2068 Q.No.8
How does union influence in compensation programmes? [10]
11. 2069 Q.No.8
What are incentives? Also provide your assessment about union influence in compensation programs. [10]
12. 2067 Q.No.8
Describe the various forms of incentives. [10]
13. 2066 Q.No.7
Define compensation. Explain the factors that determine compensation. [10]
14. 2065 Q.No.8
What are incentives? Explain the different incentives plans that are popular in the organizations. [10]
15. 2064 Q.No.8
Describe the methods of establishing employee's compensation. [10]
16. 2063 Q.No.8
What is compensation? Explain the current trends in compensating employees. [10]
17. 2062 Q.No.8
Define compensation. Explain the factors that determine compensation. [10]

Unit 9: Employee's Discipline

Brief Answer Questions

1. What do you mean by discipline?
2. What are the objectives of discipline?
3. Make a list of types of disciplinary problems.
4. What are guidelines in administering discipline? Mention.
5. What are disciplinary actions? Make a list

Short Answer Questions

6. 2071 Q.No.8
Given you assessment on the employee discipline. What are the general guidelines in administering discipline in organizations? [4+6]
7. 2070 Q.No.9
State and explain the types of disciplinary problems in organization. [10]
8. 2069 Q.No.9
Define employee discipline. Explain the general guidelines usually followed in administering discipline in organizations. [4+6]
9. 2068 Q.No.9
State and explain different types of disciplinary problems. [10]
10. 2067 Q.No.9
What is employee discipline? Explain the procedures involved in disciplinary action. [4+6]
11. 2066 Q.No.8
Explain the general guidelines in administering the discipline in organizations. [110]
12. 2066 Q.No.9 Old
What type of employee indiscipline are generally found in organization? What can be done to minimize such indiscipline? [10]
13. 2065 Q.No.9
What are the major types of disciplinary problems? [10]
14. 2065 Q.No.9 Old
What are the causes of employee indiscipline? Explain the disciplinary procedures. [10]
15. 2064 Q.No.9
What are disciplinary problems? Suggest the general guidelines in administering discipline. [5+5]
16. 2063 Q.No.9
Explain the procedures involved in disciplinary actions. [10]
17. 2062 Q.No.9
Explain the guidelines which are to be followed in administering discipline. [10]
18. 2062 Q.No.10 (Old)
What guidelines would you follow in administering discipline? [10]
19. 2060 Q.No.8
What is discipline? Explain the different types of discipline problems. [10]
20. 2058 Q.No.8
What is employee's discipline? Explain the general guidelines in administering discipline. [4+6]
21. 2056 Q.No.9
Explain the concept of discipline. [4+6]
22. 2055 Q.No.10
Why is discipline necessary? What types of discipline problems are most prevalent in organizations? [4+6]

Comprehensive Answer Questions

23. 2064 Q.No.12 Old
Explain the concept of employee discipline. Why disciplinary problems arise in organization? What are the methods of handling disciplinary problems? Discuss. [20]

24. 2057 Q.No.12

As a human resource manager you have noticed that the staff of your organization come late in office, spend time in reading newspaper, go around and talk to fellow staff members, take long tea-breaks during office hours. There are also instances of early departure without information the office. How would you analyse this situation? What would you do to solve this problem? [20]

**Unit 10: Labour Relations: Grievances
& Disputes Settlements**

Brief Answer Questions

1. What do you mean by labour relations?
2. Who are the actors of industrial relations?
3. What is the process of labour relations?
4. What is employees' grievance?
5. What is labour disputes?
6. Mention the causes of labour disputes?
7. What is the disputes settlement process in Nepal?
8. Make a list of features of labour act and trade union act.

Short Answer Questions

9. 2071 Q.No.10

Explain the different actors involved in the industrial relations system. [10]

10. 2070 Q.No.10

What causes employee's grievances? Also explain the ways of handling such grievances. [4+6]

11. 2069 Q.No.10

What is labour relations? Explain the actors of industrial relations system. [4+6]

12. 2068 Q.No.10

What are labour disputes? What important process is involved in the settlement of disputes in Nepal? [4+6]

13. 2067 Q.No.10

What are labour disputes? How do the disputes are settled in organizations. [4+6]

14. 2066 Q.No.9

Explain the actors of industrial relations system. [10]

15. 2066 Q.No.10

Describe the labour disputes settlement process in Nepal. [10]

16. 2066 Q.No.10 Old

Define 'employee grievances'. Explain the grievance handling process. [10]

17. 2065 Q.No.10

How do you handle employee grievances in organizations? Explain. [10]

18. 2064 Q.No.10

Define labour disputes? How are labour disputes settled in Nepal? [5+5]

19. 2063 Q.No.10

What are labour disputes? How are labour disputes settled in Nepal? [4+6]

- 20. 2062 Q.No.10** Define labour disputes. How labour disputes are settled in Nepal? [4+6]
- 21. 2061 Q.No.10** What is employee grievance? What are the steps involved in the grievance handling procedures? [4+6]
- 22. 2060 Q.No.10** Describe the procedures of handling grievances of the employees. [10]
- 23. 2059 Q.No.9** What do you understand by 'Grievances'? Explain the grievance handling procedures. [4+6]
- 24. 2057 Q.No.9** Define employee grievances. What types of discipline problems often arise in organizations? [4+6]
- 25. 2055 Q.No.9** Define employee grievance. What should be the approach to handle employee grievances? [4+6]
- Short Notes:**
- 26. 2064 Q.No.10(c) Old** Grievance handling [5]

Comprehensive Answer Questions

- 27. 2065 Q.No.11** Labour disputes are common phenomenon in developing countries. In the perspective of the given statement discuss the major causes of labour disputes and the methods of settlement of such disputes in organizations. [20]

