

## **MGT 216 : Foundations of Human Resource Management**

**Full Marks: 100  
Pass Marks: 35**

**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:** [2 X 10 = 20]

**Attempt ALL questions**

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

**Short Answer Questions:** [5 X 10 = 50]

**Attempt any FIVE Questions:**

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

**Comprehensive Questions** [2 X 15 = 30]

**Attempt any TWO Questions:**

17. 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.
18. "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.

### **Chapter 1 Introduction to HRM**

1. Explain the challenges that have to be faced by human resource manager? [15][2075]
2. Discuss the main components of HRM. [20][2059][2064][2060][2055]
3. Explain roles and responsibilities, functions of a human resource manager in managing the human resource dimension of an organization. [20][2057][20][2055][10][2075]  
[2068][2074][2070][2066][2066 OLD][2062]
4. Why do you think managing human resources is difficult? What skills should the managers have to manage human resources effectively? [10+10][2056]
5. Define Human Resource Management.(HRM).[2075][2076][2074][2073,72,71,70,68,67,66,65,65,64,75]  
[2058][2057][2058][2060]Explain the challenges of HRM. [10][2076][2069][2062]
6. Explain the outcomes of HRM system. [10][2073]
7. Explain HRM as a system. [10][2072]
8. Describe objectives of HRM.[6][2071][2065][2063][2059]
9. Explain the characteristics of HRM.[6][2067][2063]
10. Why is HRM a basic management function at all levels of management?[10][2065 old]
11. Make a difference between personnel and HRM.[6][2064]
12. Trace out the roots and development of HRM. [10][2061]
13. How does HRM help in enhancing quality of work life? [6][2058]
14. How are quality of work life, productivity and readiness for change related to each other?  
[6][2057][2056]
15. Give the meaning of productivity as an outcome of HRM. [2][2076]
16. What do you mean by quality of work life? [2]
17. What do you mean by contingent workforce? [2]

### **Chapter 2 Human Resource Planning**

1. Discuss the characteristics of HR planning [10][2069]
2. Discuss the methods of forecasting demand for HR.[15][2074][10][2069][12][2067][15][2065]
3. Discuss the role of information system in HR planning. [2073][5]
4. Explain the process of HR Planning.  
[15][2073][20][2071][20][2070][20][2064][20][2062][2060][20][2058][2066][2065][2064][2061][2057]
5. Define Human Resource Planning.[5][2072][2076][2069][2068][2065][2064][2064][2059][2056][2055]
6. Discuss the approaches of HR Planning. [15][2072][10][2075]
7. Discuss the importance of HR Planning. [8][2067][2060][2076][2070][2068][2066][2064][2062][2057]
8. What is Human Resource Information System? [5][2065][2061][2][2076]
9. How is HRIS useful in the process of HR Planning? [10][2066 old][2061][2056]
10. Discuss importance of HRIS in assessing current human resources in organization.[10][2058]
11. Discuss how would you forecast demand for and determine supply of manpower in the organization.  
[20][2062][2060]
12. "More emphasis should be placed on the internal supply of employees for meeting future needs because the employees already know the organization." Do you agree or disagree?  
Justify.[20][2059]
13. What is HR strategy?[2069][2065]
14. Explain the relationship between human resource planning and strategic planning.  
[10][2071][2069][2065]
15. What is succession planning?[4][2063][2][2074,73]
16. Discuss importance of succession planning. [6][2063]
17. What is human resource inventory? [4][2062]
18. How does human resource inventory help in formulating human resource planning?[6][2059]
19. What are the methods of assessing current human resource of an organization? [6][2055]

### **Chapter 3 Job Design and Analysis**

1. Define job design.[2072][5][2071][2067][2065]

2. Discuss methods of job design[10][2072][2062]
3. What are the benefits of job design?[6][2071][2067][2065][2][2072]
4. Define job analysis.[5][2073][5][2075][2074][2070][2068][2066][2066][2065][2064][2062] [2061] [2060][2057][2056]
5. Explain purposes of job analysis.[6][2066][2065][2064][2061][2060][2056]
6. Explain the techniques of job analysis.[10][2074][2055]
7. How would you collect the job analysis information? [2068][2066][2063][2062]
8. Explain the job focused and persons behavior techniques of job analysis.[10][2075]
9. Discuss outcomes of job analysis.[10][2073]
10. What are the benefits of job analysis? [5][2062]
11. What are the purposes of job analysis?[8][2076][2070]
12. Define job description.[4][2069][2064][2058][2055][2][2074]
13. How does job description differ from job specification? [6][2069][2064][2062]
14. Discuss the components of job description and job specification with suitable example. [15][2076][15][2062][2058][22057]
15. What is job specification? [5][2059][2][2076]
16. What is job evaluation? [2064 old][5][2061][2][2073]
17. Explain methods of job evaluation.[6][2061]
18. State the meaning of job.[2075][2]
19. What is job rotation method?[2]
20. What is modified work scheduling?[2]

#### **Chapter 4 Recruitment, Selection and Socialization**

1. Explain the process of socialization. [12][2068][10][2076][2071][2070][2069][2064][2062][2061]
2. Define socialization.[8][2068][2071][2070][2069][2066][2065][2064][2062]2061][2060][2059] [2058]
3. What are the purposes of employee socialization? [2066][10][2056]
4. Why employee socialization is an important function of HR managers? [10][2065]
5. Why employee socialization is important?[5][2064][2059][2058]
6. What aspects or subjects should be included in the socialization programs?[5][2064][2061]
7. What is selection? [5][2074][2070][2068][2067][2065][2056]
8. Make distinction between selection and recruitment. [6][2074][2070][2068][2067] [2065][2055]
9. Discuss the selection process that will ensure to get best candidate. [20][2063][2061][2056][2066] [2058][2055]
10. State and explain different types of selection test.[10][2066][2065]
11. Define reliability and validity in selection test. [10][2075]
12. Would the selection methods be the same for managers and workers? [5][2056]
13. What is recruitment? [5][2072][2063][2059][2057]
14. Explain the sources and methods of recruitment. [10][2073][2072][2065][2064][2063][2062][2059][2057]
15. What methods of recruitment is suitable in present context?[5][2064]
16. Define interview. [5][2062]
17. Explain various types of interviews. [6][2062]
18. What do you know about structured and unstructured interview? [2][2076]
19. What is achievement in selection test? [2][2074]
20. What is informal interview? [2][2073]
21. What do you mean by walk –ins? [2]
22. What is validity in selection process?[2]

#### **Chapter 5 Training and Development**

1. What is management development?[5][2073][2072][2069] [2056][2058] [2065][2066][2075]
2. Why is management development important? [5][2065]
3. Discuss the different techniques / methods of management development. [10] [2073] [2069] [2064] [2062] [2061][2060] [2058] [2056][2075]
4. Explain different methods of training. [20][2063]
5. Discuss the on-the-job methods used for management development.[10][2072][2065][2057] [2062][2066]
6. Discuss the off-the-job methods used for management development.[10][2057] [2058] [2059][2064]
7. What is training?[5][2059]
8. Why training is essential?[4][2055]

9. What are the objectives of employee training? [10][2070]
10. How does an organization determine training needs for its employees? [12][2070][10][2066] [2064] [2062][2060] [2055] [2065]
11. How can training program be made more effective? [10][2066]
12. How can training effectiveness be evaluated? [10][2065] [2064] [2057] [2061] [2064]
13. Define Human Resource Development.[4][2063] [2067] [2068][2069] [2074]
14. Explain importance of HR Development. [6][2063] [2067][2068][2069][2074]
15. What is learning? [4][2066][2076]
16. Explain the process of learning. [6][2066][2076]
17. Give your assessment on the training and development practices in Nepalese organizations. [10][2067] [2071]
18. How experimental control group method used to evaluate training effectiveness? [2][2076]
19. State on-the-job training.[2][2075]
20. How test and re-test method is used to evaluate training effectiveness? [2][2074]
21. What is role play? [2][2072]
22. What is sensitivity learning? [2]

## **Chapter 6 Motivation**

1. What is motivation? [4][2055][2067] [2057] [2062] [2069] [2070]
2. Discuss the importance of motivation. [5][2067] [10] [2066][2066]
3. How can employees' lack of motivation affect productivity? [10][2066 old]
4. What can you do to increase efficiency and productivity of workers? [20][2065 old]
5. How is motivation related to performance? [8][2069]
6. What role would money play in the Maslow's hierarchy of needs theory.[6][2057]
7. Discuss equity theory of motivation.[15][2075] [20][2068][10][2067]
8. Examine the Achievement Motivation Theory. [10][2066] [2064]
9. State the hygiene factors as identified by Herzberg. [6][2055]
10. Compare the hierarchy of needs theory with the motivation-hygiene theory. [10][2056]
11. What is job satisfaction? [4][2061] [2068][2073] [2074]
12. Explain the methods of measuring employee's job satisfaction. [6][2061]
13. Explain the factors related to job satisfaction. [10][2067] [2068] [2073] [2074]
14. Explain ERG theory of motivation. [6][2062]
15. Explain the equity theory of motivation. [10][2063]
16. Discuss Hertzberg's motivation-hygiene theory of employee motivation. [10][2064][2070]
17. Explain Vroom's Expectancy Theory of Motivation. [10][2065]
18. What is frustration? Explain the cause of frustration. [4+6][2066][2071]
19. Critically examine McClelland's theory of Motivation .[10][2072]
20. What do you mean by need for affiliation? [2]

## **Chapter 7 Performance Appraisal and Reward Management**

1. What is performance appraisal? [5][2074][2066] [2076] [2073] [2072][2071] [2066] [2064] [2062] [2061] [2059][2058] [2056] [2055]
2. Discuss the various methods of performance appraisal. [10][2074][15][2066][2070][2066] [2065] [2065] [2061] [2060] [2058] [2056] [2055]
3. Explain the graphic rating scale method as a method of performance appraisal. [5][2071]
4. Describe the use of performance appraisal. [2076][6] [2072][2068] [2062]
5. Explain the purpose of performance appraisal. [6][2073][2070][2065] [2064]
6. How performance appraisal methods are applying in Nepalese organizations? [10][2074]
7. How is performance appraisal useful in motivating employees? [2059]
8. What are extrinsic rewards? [5][2073][2057]
9. What are intrinsic rewards? [2066] Give examples. [4][2055][2][2073]
10. Differentiate extrinsic rewards from intrinsic rewards. [10][2073][2066][257]
11. What is reward? [5][2072][2064] [2062]
12. Explain the qualities of effective rewards. [10][2072] [2070] [2065] [2064] [2062] [2060] [2055]
13. What is reward management? [4][2070] [2067] [2064] [2063]
14. Explain the types of effective reward. [5][2069][2067] [2065][2063] [2059]
15. What roles do benefits serve in a reward system? [10][2064]
16. Explain the criteria on which rewards can be distributed to the employees.[10][2058]
17. Compare the essay appraisal with critical incident appraisal.[10][2057]

18. Contrast financial and non-financial rewards. Illustrate your answer with examples. [2056]
19. State the concept of paired comparison method of performance appraisal. [2][2076]
20. State the concept of alternative ranking method of performance appraisal.[2][2074]

### **Chapter 8 Compensation Management**

1. Give the concept of incentive. [5][2076][2069][2065]
2. Explain different forms of incentive plans. [10][2076][2071][2067][2065]
3. Define compensation.[5][2074] [2072][2066][2063][2062]
4. Explain the factors that determine compensation.[10][2074] [2070][2066][262]
5. Explain the methods of establishing compensation.[10][2072][2064]
6. Explain the compensation practices in Nepalese organizations. [15][2075] [2071][2063]
7. What is compensation management? [5][2071] [2070]
8. Show your assessment about union influence in compensation programs.[10][2069] [2068]
9. Point out the internal factors that affect in the determination of compensation. [2][2076]
10. Point out the external factors that affect in the determination of compensation. [2][2074]
11. What are the components of total compensation? [2][2073]
12. Define labour market in terms of determining compensation. [2]
13. What is skill based pay system? [2]
14. What could be the individual incentive plans? [2]

### **Chapter 9 Employees Discipline**

1. Explain concept of Employee Discipline. [5][2064 old][2057][2071][2069][2067][2060][2058][2056]
2. Why disciplinary problems arise in organization.[8][2064][2057] [2065][2064]
3. What are the methods of handling disciplinary problems? [10][2064][2057][2067] [2065] [2063] [2056]
4. Why discipline is necessary? [5][2076] [2055]
5. What types of disciplinary problems are most prevalent in organizations? [10][2076] [2070][2068] [2066] [2065][2060] [2055]
6. What are the general guidelines for administering discipline in organizations? [10][2071][2069] [2066] [2064][2062] [2062][2058]
7. What can be done to minimize indiscipline? [5][2066]
8. List out the job behavior-related disciplinary problems. [2][2076]
9. List out the attendance related disciplinary problems. [2][2074]
10. List out the steps in the process of disciplinary action. [2][2073]
11. What is Hot-Stove Rule? [2]
12. Write on dishonesty related problems. [2]
13. What is layoff in terms of disciplinary action? [2]

### **Chapter 10 Labor Relation: Grievances and Dispute Settlement**

1. What is labor relation? [5][2075] [2069]
2. Explain the feature of Trade Union Act. [7][2075]
3. What causes employees' grievances? [4][2070] [2066][261] [2059][2057][10][2074]
4. Describe the procedures of handling grievances of the employees. [10][2073] [2070] [2066][2065] [2061] [2060][2059][2055][10][2074]
5. Explain the different actors involved in the industrial relations system. [10][2071] [2069] [2066]
6. What are labor disputes? [4][2068] [2067] [2064][2063][2062]
7. How are disputes settled in organizations? [10][2067][2065]
8. What important process is involved in the settlement of disputes in Nepal? [6][2068] [2066][2064][2063][2062] [2076]
9. Discuss major causes of labor disputes.[10][2076][2065]
10. Give the brief concept of open door policy of handling employee rievances.[2][2074]