

**EXECUTIVE MASTER OF BUSINESS
ADMINISTRATION (EXMBA)**

Term-End Examination

December, 2011

**MCTE-080 : HR MEASUREMENT AND
INFORMATION SYSTEMS**

Time : 3 hours

Maximum Marks : 100

*Note : There are two Sections A and B. From Section A
attempt any three questions. Section B is compulsory.*

SECTION - A

1. (a) Discuss the concept of Human Resource Measurement.
(b) Why there is a need to Measure Human Resource ? Give situations which warrant the need for HR Measurement.
2. Discuss competitive Benchmarking and HR MBO approaches for measuring HR. Give examples of organisations where such approaches are applicable.
3. What do you understand by Human Resource Information System ? What are its components and Architecture ? Give the details of HRIS life cycle and the procedure of its implementation ?

4. What is the role of Management Information System in any organisation. How MIS is implemented ? Give example of an organisation into HR Consultancy and discuss the MIS applications in such a organisation.

5. Write notes on *any two* of the following :
 - (a) HR Score Card
 - (b) Cost Benefit Analysis on a part of HR measurement.
 - (c) HR Audit
 - (d) Human Resource Accounting.

SECTION - B

Case Study :

After spending several weeks on the job, Jennifer was surprised that her father had not formally measured the HR not formally evaluated any's employees performance for all the year that he had owned the business. The store had grown in size but no formal system was put in place to do HR Auditing and Performance Appraisal. Jack, the father of Jennifer, position was that he had "a hundred of high priority things to do and attend to", such as boosting sales, lowering costs. Also in any case, many employees also didnot stick around long enough so as to be appraised anyway so even HR Auditing was also not done. Furthermore, contended Jack, manual workers such as those doing the pressing and cleaning did periodically get positive feedback in terms of praise from Jack for a job done well or criticism, also from Jack, if things did not look right during one of his swings through the stores. Similarly Jack was never shy that his managers would get some feedback incase of some store problems or any requirement of staff arise, so it was all informal system going on.

Jennifer did not believed in this informal feed back or informal requirement which was prevailing in business and believed that a more formal HR measurement is needed. She believes that there

are criteria like quality, quantity, attendance, record, punctuality etc. that needs to be evaluated periodically even if workers are paid on piece rate. Furthermore, she feels quite strongly that the managers need to have a formal HRIS so that through it can be generated a list of quality standards formatters such as store cleanliness, efficiency, safety, adherence to budget, cost per employee, turnout rate etc. on which they know that they are formally doing HR measurement ?

Question :

1. Is Jennifer right about the need to evaluate the workers formally and implement HR measurement in the organisation ? Why or Why not ?
 2. Develop a performances appraisal method for the workers and managers in each store owned by Jennifer using MIS system ?
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