

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur – 603 203

DEPARTMENT OF MANAGEMENT STUDIES

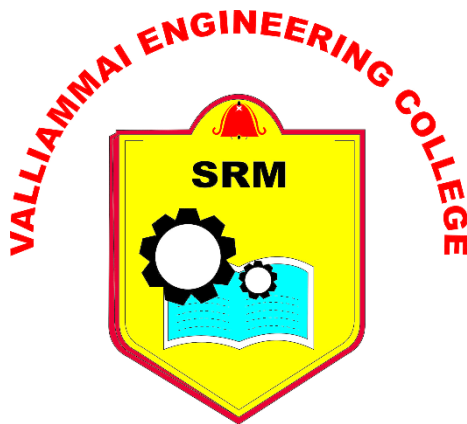
QUESTION BANK

III SEMESTER

1915322 – STRATEGIC HUMAN RESOURCE MANAGEMENT

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UNIT – I – HUMAN RESOURCE DEVELOPMENT

SYLLABUS:

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions – Roles of HRD Professionals – HRD Needs Assessment – HRD practices – Measures of HRD performance – Links to HR Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Challenges to organization and HRD professionals – IHRM.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is meant by Human Resource Development?	Level 1	Remembering
2.	State the difference between HRD and HRM.	Level 2	Understanding
3.	List down the objectives of HRD.	Level 3	Applying
4.	Recall the features of HRD.	Level 1	Remembering
5.	Define SHRM.	Level 2	Understanding
6.	Identify the need for vision statement.	Level 3	Applying
7.	How does a Mission Statement relate to strategic goals?	Level 1	Remembering
8.	Summarize the performance measures of HRD.	Level 2	Understanding
9.	Identify the objectives of a HRD Need Assessment.	Level 3	Applying
10.	Compare Internal and External Strategic Measures.	Level 1	Remembering
11.	Write a brief note on HRD Need Assessment.	Level 2	Understanding
12.	What is meant by Strategic Capability?	Level 3	Applying
13.	Recall the characteristics of Strategic Capability.	Level 1	Remembering
14.	What are the objectives of SHRM?	Level 2	Understanding
15.	Compare Traditional HR and Strategic HR.	Level 3	Applying
16.	Why is SHRM important?	Level 1	Remembering
17.	Outline the challenges in SHRM.	Level 2	Understanding
18.	Compare HRM and HRD.	Level 3	Applying
19.	List down the methods of On-the-Job HRD Programs.	Level 1	Remembering
20.	Classify the various methods of Off the Job HRD Programs	Level 2	Understanding
21.	What is meant by IHRM?	Level 3	Applying
22.	Summarize the reasons for the emergence of IHRM.	Level 1	Remembering
23.	Illustrate the factors influencing IHRM.	Level 2	Understanding
24.	Compare IHRM and Domestic HRM.	Level 3	Applying

PART- B					
S.NO	QUESTIONS		BT LEVEL	COMPETENCE	
1.	Elaborate the framework of Strategic Human Resource Management and discuss its objectives and trends.		(13)	Level 1	Remembering
2.	Examine the various levels of HRD Need Assessment.		(13)	Level 2	Understanding
3.	Discuss the relationship of HR Function with the organisation strategy and its goals.		(13)	Level 3	Applying
4.	(i).	Comment on the role of HRD professionals in strategizing their functions in the organization.	(7)	Level 1	Remembering
	(ii).	Explain the different challenges faced by them in current scenario.	(6)	Level 1	Remembering
5.	Explain the various ways of measuring HRD performance in an organization.		(13)	Level 2	Understanding
6.	Discuss the role of the Human Resource Manager in Strategic Planning		(13)	Level 3	Applying
7.	Enumerate how HR as a functional discipline contributes towards the organisational success.		(13)	Level 1	Remembering
8.	SHRM plays a broader role in the development of modern organizations. Explain		(13)	Level 2	Understanding
9.	Identify the various approaches in the evaluation of a HRD Program.		(13)	Level 3	Applying
10.	Elaborate the recent trends in the field of SHRM.		(13)	Level 1	Remembering
11.	In what ways does the HRD function relate to the organization strategy? Give suitable examples.		(13)	Level 2	Understanding
12.	Elaborate the various roles of HRD professionals.		(13)	Level 3	Applying
13.	Discuss the necessity of integrating organizational mission with HRD.		(13)	Level 1	Remembering
14.	Examine the role of SHRM in modern organizations.		(13)	Level 2	Understanding
15.	Identify the role of HR in strategic planning.		(13)	Level 3	Applying
16.	Recall the various approaches towards HRD programs.		(13)	Level 1	Remembering
17.	Summarise the strategic framework for HRM and HRD.		(13)	Level 2	Understanding

PART - C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Deepak a young graduate who looking towards making his career as a HR Manager and is in need for career support. What career suggestions would you provide to Deepak in explaining how he could be a successful HR Professional?	Level 4	Analysing
2.	Advent Software a fast-growing company is facing a major concern of retaining its employees and providing them with the utmost satisfaction. The company was lately facing troubles - they wouldn't afford to invest in more HR personnel. The HR team struggled with handling employee queries, tackling their issues, consolidating grievances, executing training, boosting productivity, and keeping them motivated. Along with managing these routine administrative tasks like attendance, leave, and payroll management, the HR department needed an automated solution that would diminish their burden and be fruitful with the desired output. Suppose you are the HR manager; how would you handle the case?	Level 4	Analysing
3.	<p>Jennifer, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages.</p> <p>In addition to these changes, Jennifer believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to</p>	Level 4	Analysing

	<p>work from home. Despite these concerns, Jennifer has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation.</p> <p>Jennifer shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice.</p> <p>Jennifer schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Point out which changes are occurring in the business that affect HRM. 2. What are some considerations the company and HR should be aware of when making changes related to this case study? 3. What would the initial steps be to start planning for these changes? 			
4.	<p>Earlier this month, your company, a running equipment designer and manufacturer called Runners Paradise, merged with a smaller clothing design company called ActiveLeak. Your company initiated the buyout because of the excellent design team at ActiveLeak and their brand recognition, specifically for their MP3-integrated running shorts. Runners Paradise has thirty-five employees and ActiveLeak has ten employees. At ActiveLeak, the owner, who often was too busy doing other tasks, handled the HRM roles. As a result, ActiveLeak has no strategic plan, and you are wondering if you should develop a strategic plan, given this change. Here are the things you have accomplished so far:</p>		Level 4	Analysing

	<p>Reviewed compensation and adjusted salaries for the sake of fairness. Communicated this to all affected employees.</p> <p>Developed job requirements for current and new jobs.</p> <p>Had each old and new employee fill out a skills inventory Excel document, which has been merged into a database.</p> <p>From this point, you are not sure what to do to fully integrate the new organization.</p> <p>Questions</p> <ol style="list-style-type: none"> 1. Why should you develop an HRM strategic plan? 2. Which components of your HR plan will you have to change? 3. What additional information would you need to create an action plan for these changes? 			
5.	Strategic human resource management is the process of linking the human resource function with the organization's strategic objectives to improve performance – Evaluate the statement.		Level 6	Evaluating

UNIT – II – E - HRM

SYLLABUS:

E- Employee profile – e- selection and recruitment – Background Verification – Virtual learning and Orientation – and development computer-based training – Performance management, Compensation design and comparison – Provident Fund and ESIC – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is meant by an e-Employee profile?	Level 1	Remembering
2.	List down the components of an e – employee profile.	Level 2	Understanding
3.	Write a short note on e-training and development.	Level 3	Applying
4.	Recall the challenges in outsourcing.	Level 1	Remembering
5.	Outline the importance of employee privacy.	Level 2	Understanding
6.	Write short note on e-recruiters in India.	Level 3	Applying
7.	State the objectives of Employee Provident Fund Scheme.	Level 1	Remembering
8.	Who are covered under the Employee State Insurance Scheme?	Level 2	Understanding

9.	What are the benefits of e-selection?	Level 3	Applying
10.	What is meant by online employee survey?	Level 1	Remembering
11.	Outline what is meant by compensation design?	Level 2	Understanding
12.	What is meant by repatriation?	Level 3	Applying
13.	Define recruitment.	Level 1	Remembering
14.	Outline the scope of internal sourcing.	Level 2	Understanding
15.	Write a brief note on E-selection.	Level 3	Applying
16.	Why is virtual learning important?	Level 1	Remembering
17.	What is meant by HRIS?	Level 2	Understanding
18.	Differentiate between e-recruitment and e-selection.	Level 3	Applying
19.	What do you mean by e-orientation?	Level 1	Remembering
20.	Outline the design of a HR Portal.	Level 2	Understanding
21.	Compare Transactional and Transformational HRM.	Level 3	Applying
22.	What is meant by e-orientation?	Level 1	Remembering
23.	Outline the objectives of e-orientation.	Level 2	Understanding
24.	Identify the issues in managing employee privacy.	Level 3	Applying

PART- B				
S.NO	QUESTIONS	BT LEVEL	COMPETENCE	
1.	Explain E-Selection and E-Recruitment pointing out its advantages.	(13)	Level 1	Remembering
2.	Explain the steps involved in the e-recruitment process if you are a HR involved in the recruitment process of your concern?	(13)	Level 2	Understanding
3.	Examine the concepts of virtual learning and orientation	(13)	Level 3	Applying
4.	Explain the components required for best virtual learning environment Outline the benefits of virtual learning?	(13)	Level 1	Remembering
5.	Explain in detail about ESI benefits that employees can avail under the ESI Act	(13)	Level 2	Understanding
6.	What is e-orientation? List out its merits.	(13)	Level 3	Applying
7.	How is e-compensation system designed in an organization?	(13)	Level 1	Remembering

8.	How will merger create value and when this Value will be realized?	(13)	Level 2	Understanding
9.	Discuss in detail the concept of employee privacy and the methods of monitoring employee privacy.	(13)	Level 3	Applying
10.	For a startup small scale restaurant, design the content of HRIS and HR portal. What are the common issues the company would face with respect to employee privacy and suggest ways to overcome it?	(13)	Level 1	Remembering
11.	Explain how traditional HR practices differ from e-selection and recruitment, e-training and development Justify your views	(13)	Level 2	Understanding
12.	Identify the issues which may emerge and be considered in employee privacy.	(13)	Level 3	Applying
13.	Examine the process of E – Selection and narrate the pros and cons.	(13)	Level 1	Remembering
14.	How domestic and international institutions shape HRM in the country?	(13)	Level 2	Understanding
15.	Apply the concept of E – Performance Management and assess its benefits.	(13)	Level 3	Applying
16.	What is your understanding on PF Scheme? Elaborate it application.	(13)	Level 1	Remembering
17.	Elucidate the process of development and implementation of HRIS.	(13)	Level 2	Understanding

PART – C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	As the assistant to the human resources director at Tally Group, you normally answer phones and set appointments for the director. You are interested in developing skills in HRM, and one day, your HR director presents you with a great opportunity for you to show what you can do. She asks you to analyze last year's recruitment data to determine which methods have worked best. As you look at the data, you aren't sure how to start, but you remember something on this from your HRM class in college. After reviewing the data in your book, you feel confident to analyze these numbers. Please go ahead and perform calculations on these	Level 5	Evaluating

numbers, then provide answers to the questions that follow.

Method	Total Number Recruited	Yearly Cost (\$)
Temporary placement firms	8	3,200
Campus recruiting	2	1,500
Professional association ads	10	4,500
Social media/company website	33	300
Job fair	3	500
Referrals	26	26,000

Questions:

1. Prepare a report summarizing your findings for the recruitment cost per hire and yield ratio for each type of recruiting method.
2. Make a recommendation to your human resource director on where the department should spend more of its time recruiting.

2.	Predict societal changes that you believe might take place within the next ten years. What challenges will these changes present to organizations?	Level 4	Analysing
3.	Citrix Software Inc, a fast-growing tech giant in looking towards increasing its workforce. The company is looking towards developing a HR Strategy to support its growth plans. Create a HR Strategy for the organisation.	Level 6	Creating
4.	Analyse the problems that can result from cutting corners to save time or money in staffing process.	Level 4	Analysing
5.	Evaluate how does an organisation's investment in staffing benefit the organisation after an applicant becomes an employee?	Level 5	Evaluating

UNIT – III – CROSS CULTURAL HRM

SYLLABUS:

Domestic Vs International HRM – Cultural Dynamics – Culture Assessment – Cultural Education and Adaptations through Training Programs – Leadership and Strategic HR Issues in International Assignments – Current challenges in Outsourcing, Cross border Mergers and Acquisitions – Repatriation – Building Multicultural Organisation – International Compensation.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define International Corporation.	Level 1	Remembering
2.	Mention any two problems relating to international compensation procedures	Level 2	Understanding
3.	Write about the benefits of joint venture.	Level 3	Applying
4.	Why Diversity Training Fails?	Level 1	Remembering
5.	Can you assess the advantages of cross-cultural training?	Level 2	Understanding
6.	Write short note on International Compensation.	Level 3	Applying
7.	What is meant by acquisition or take over?	Level 1	Remembering
8.	How would you explain spillover risks?	Level 2	Understanding
9.	What are the responsibilities of HR manager in an MNC?	Level 3	Applying
10.	What does cultural assessment mean?	Level 1	Remembering
11.	Outline the process of cultural assessment	Level 2	Understanding
12.	Write a brief note on cultural dynamics.	Level 3	Applying
13.	What do you mean by ethnocentric MNC?	Level 1	Remembering
14.	Outline the scope of cross border mergers.	Level 2	Understanding
15.	Identify the importance of multi-domestic strategy.	Level 3	Applying
16.	How does one build a multi-cultural organisation?	Level 1	Remembering
17.	What is a horizontal merger?	Level 2	Understanding
18.	Compare between expatriation and repatriation	Level 3	Applying
19.	Can you explain the meaning of polycentric MNC?	Level 1	Remembering
20.	Define outsourcing.	Level 2	Understanding
21.	Differentiate Domestic & IHRM.	Level 3	Applying
22.	What is meant by Merger?	Level 1	Remembering
23.	State the challenges in outsourcing HR Functions.	Level 2	Understanding
24.	Find out the strategic HR issues in international assignments.	Level 3	Applying

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	What is International compensation? Discuss the implications involved in international compensation	(13)	Level 1	Remembering
2.	Explain the factors influencing international compensation.	(13)	Level 2	Understanding
3.	Assess the importance of the concept of Cultural Dynamics.	(13)	Level 3	Applying
4.	Discuss the cultural issues faced by HR professional in international assignments. As a global HR head, what steps you will take to minimize the same?	(13)	Level 1	Remembering
5.	Examine and explain the factors affecting International HRM.	(13)	Level 2	Understanding
6.	Discuss the steps involved in building and running a multi-cultural organisation	(13)	Level 3	Applying
7.	Elucidate in detail about the selection criteria of Expatriates.	(13)	Level 1	Remembering
8.	Explain the cultural environment of International Business.	(13)	Level 2	Understanding
9.	What is the training that can be provided for employees who return from foreign assignments?	(13)	Level 3	Applying
10.	Explain about cross cultural education and training programs	(13)	Level 1	Remembering
11.	Elaborate on the challenges and difficulties faced by HR professionals in HR outsourcing and cross-border mergers and acquisitions.	(13)	Level 2	Understanding
12.	As a HR head, how would you overcome the problems with respect to Repatriation?	(13)	Level 3	Applying
13.	Discuss the relevance and effectiveness of various leadership models in present context.	(13)	Level 1	Remembering
14.	Distinguish between Domestic HRM and International HRM.	(13)	Level 2	Understanding
15.	Is it possible and desirable for MNC's to impose common GHR Practices? Discuss.	(13)	Level 3	Applying
16.	Elucidate the role of Culture in IHRM.	(13)	Level 1	Remembering
17.	Elaborate the reasons for the emergence of IHRM and the various factors influencing IHRM.	(13)	Level 2	Understanding

PART - C

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Analyse the Recent trends with reference to Mergers and Acquisitions.	Level 4	Analysing
2.	Repatriation is an opportunity or not for the today's HR Manager – Evaluate the statement & justify your views.	Level 5	Evaluating
3.	James grew up watching his parents operate a successful small business. He knew the engraving business and was confident in his abilities. He also knew enough to realize there were certain areas of business management that he was less skilled in, and Human Resources was one of them. He knew how much time it required to handle compliance, payroll, benefits and workers' compensation. He wanted to operate an efficient business that did things right. So, he sought advice and found Ascent HR Inc to be his solution. As a partner in Ascent HR Inc how would you support James? Create a business case.	Level 6	Creating
4.	Ice Storm Payroll Delivery Case Study With HR Strategies powerful integrated on-site support and personal service, clients can rest assured that the responsibilities of payroll have been handled completely and accurately, even in the most adverse conditions. In February 2011, a large portion of Georgia, and therefore Metro Atlanta, experienced heavy snow and extreme winter conditions which are unusual for the area. Metro Atlanta, including Duluth where HR Strategies is headquartered, is not used to extreme winter conditions and can easily have its roads and infrastructure crippled by large amounts of snow. The snowstorm that affected Georgia in February of 2011 was dubbed "snowpocalypse" and caused many school and business closings for several days. While employees may have enjoyed having a few extra days at home, they still needed to get their scheduled paychecks. Employers were already worried about loss of revenue from being closed for business, and the thought of having disgruntled employees from a delay in payroll was an added worry on their shoulders. Analyse the Case.	Level 4	Analysing

5.	<p>In today's business world the importance of international negotiations and cooperation is steadily growing. Every company from middle-sized family operations to large Multi-National Companies is somehow involved in international business and therefore has to deal with intercultural issues. Due to increasing international competition, worldwide marketing activities, new market access opportunities and a fast-growing number of international mergers and acquisitions, managers and employees are necessarily confronted with international projects and assignments or becoming an expatriate working and living abroad.</p> <p>Question: Explain why it is increasingly important to train managers and staff in intercultural awareness and skills additionally to technical and professional qualifications.</p>		Level 5	Evaluating
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UNIT – IV – CAREER & COMPETENCY DEVELOPMENT

SYLLABUS:

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Career Motivation and Enrichment – Managing Career plateaus – Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation – Succession Planning and Development – Human Resource Development Applications.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define Career.	Level 1	Remembering
2.	What is Career Planning?	Level 2	Understanding
3.	Give the benefits of Career Management.	Level 3	Applying
4.	What are the stages in Career development?	Level 1	Remembering
5.	Define competency mapping development?	Level 2	Understanding
6.	Identify the role of competency mapping in Human Resource Management.	Level 3	Applying
7.	What is Career Anchor?	Level 1	Remembering
8.	Can you explain the meaning of Career enrichment?	Level 2	Understanding
9.	Give few successful career tips.	Level 3	Applying
10.	What is meant by career motivation?	Level 1	Remembering

11.	What do you mean by competency-based compensation?	Level 2	Understanding
12.	Identify the career development models	Level 3	Applying
13.	What is meant by Career Development?	Level 1	Remembering
14.	Explain briefly about Knowledge Management.	Level 2	Understanding
15.	Identify the meaning of the term Adaptive learning.	Level 3	Applying
16.	What do you mean by the term competency mapping?	Level 1	Remembering
17.	Define Sabbaticals.	Level 2	Understanding
18.	What is meant by Career plateau?	Level 3	Applying
19.	What do you mean by Exploration stage in career management?	Level 1	Remembering
20.	What is Equity-Based Compensation?	Level 2	Understanding
21.	List down the various types of equity-based compensation.	Level 3	Applying
22.	Compare Technical and Behavioural Competencies.	Level 1	Remembering
23.	Why is Succession Planning important?	Level 2	Understanding
24.	What is meant by Career Development System?	Level 3	Applying

PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	How do the employees in an organization manage their career plateaus?	(13)	Level 1	Remembering
2.	Differentiate career planning and manpower planning.	(13)	Level 2	Understanding
3.	Explain four models of career development with suitable examples.	(13)	Level 3	Applying
4.	Bring out the steps in career planning and process.	(13)	Level 1	Remembering
5.	How can an effective career development system be designed in an organization?	(13)	Level 2	Understanding
6.	Differentiate the organization-centered and person-centered planning system.	(13)	Level 3	Applying
7.	Explain the need for career planning in an organization.	(13)	Level 1	Remembering
8.	Discuss any one traditional model of career development.	(13)	Level 2	Understanding
9.	Explain career insight, career resilience, and career identity.	(13)	Level 3	Applying
10.	Explain the process of competency mapping.	(13)	Level 1	Remembering

11.	Explain in detail concepts and roles of career.	(13)	Level 2	Understanding
12.	Compare and contrast competency & equity-based pays.	(13)	Level 3	Applying
13.	Discuss the types, importance and benefits of career development system.	(13)	Level 1	Remembering
14.	Discuss the components of Career motivation?	(13)	Level 2	Understanding
15.	Elucidate the process of career mapping.	(13)	Level 3	Applying
16.	How can an effective career development system be designed in Organisation? Explain.	(13)	Level 1	Remembering
17.	“The Career Planning process involves both the organization and the individual responsibility.” Examine the above statement, based on your understanding explain its validity.	(13)	Level 2	Understanding

PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	Analyse the impact of Training and Development on employee performance and productivity.		Level 4	Analysing
2.	Based on your learning draft a suitable reward and recognition program for a medium sized startup.		Level 6	Creating
3.	How does global human resource management differ from domestic human resource management?		Level 4	Analysing
4.	Analyse how can employees be more successful with retention of Repatriates?		Level 4	Analysing
5.	Evaluate Competency Mapping Models and assess the pros and cons.		Level 5	Evaluating

UNIT – V – EMPLOYEE COACHING & COUNSELING

SYLLABUS:

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Work Stress – Sources - Consequences – Stress Management Techniques – Eastern and Western Practices – Self Management and Emotional Intelligence – Employee Engagement – Exit Management.

PART- A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	Define coaching.	Level 1	Remembering
2.	Explain Mentoring.	Level 2	Understanding
3.	Identify few skills for effective coaching.	Level 3	Applying
4.	State the role of HR in coaching.	Level 1	Remembering
5.	Can you identify the consequences of stress in an organisation?	Level 2	Understanding
6.	Differentiate between Counseling and Coaching.	Level 3	Applying
7.	What is meant by employee health?	Level 1	Remembering
8.	Explain emotional intelligence.	Level 2	Understanding
9.	Identify the symptoms of Stress.	Level 3	Applying
10.	How would you use coaching for effective performance?	Level 1	Remembering
11.	Can you identify the different objectives of coaching?	Level 2	Understanding
12.	What is your opinion on Counseling?	Level 3	Applying
13.	Define Stress.	Level 1	Remembering
14.	Explain your understanding on Counseling skills?	Level 2	Understanding
15.	Identify the role of HR in Counseling.	Level 3	Applying
16.	Distinguish between Intra Mural Welfare Programmes and Extra Mural Welfare Programmes.	Level 1	Remembering
17.	Explain the term Burn out.	Level 2	Understanding
18.	Identify the benefits of Counseling Program	Level 3	Applying
19.	How is Mentoring understood?	Level 1	Remembering
20.	Write a brief note on Work Ethics.	Level 2	Understanding
21.	Identify the benefits from conducting Exit Interviews.	Level 3	Applying
22.	What is meant by an Exit Interview?	Level 1	Remembering
23.	Outline the objectives of Counselling.	Level 2	Understanding

24.	List down the need for Labour Welfare.	Level 3	Applying
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PART- B				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	How can coaching be used to correct poor performance?	(13)	Level 1	Remembering
2.	Explain various approaches used in coaching discussion.	(13)	Level 2	Understanding
3.	Develop a model to detail the sources and consequence of stress.	(13)	Level 3	Applying
4.	Critically analyze stress management techniques adopted in Indian organisations	(13)	Level 1	Remembering
5.	Explain about the Coaching Process with appropriate examples	(13)	Level 2	Understanding
6.	Elaborate the characteristics of effective employee counseling.	(13)	Level 3	Applying
7.	Explain in detail about the Eastern and Western practices of Stress Management techniques.	(13)	Level 1	Remembering
8.	Critically analyze the techniques of Stress Management	(13)	Level 2	Understanding
9.	Elaborate on Employee health and welfare programs provided in an organisation.	(13)	Level 3	Applying
10.	“Emotional intelligence can lead to low stress levels” – What is your opinion on this statement?	(13)	Level 1	Remembering
11.	What are the statutory and non-statutory welfare programs?	(13)	Level 2	Understanding
12.	“Employee counseling can be a vehicle to provide help in an effective way” Support the above statement with valid reasons.	(13)	Level 3	Applying
13.	How can an effective Exit Management process help in tracking employee exit reasons and reduce attrition?	(13)	Level 1	Remembering
14.	‘Employee Counselling can be a vehicle to provide help in an effective and practical way’ – Support the above statement with valid reasons.	(13)	Level 2	Understanding
15.	Coaching and Counselling are important tools for employee development – Justify the statement.	(13)	Level 3	Applying
16.	Assess the Stress Management Techniques adopted in Indian Organisations.	(13)	Level 1	Remembering

17.	Explain the guidelines for making coaching and counselling effective.	(13)	Level 2	Understanding
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PART - C				
S.NO	QUESTIONS		BT LEVEL	COMPETENCE
1.	As a Manager, You have found that one of your employees is consuming alcohol. As far as the work is concerned there is no impact of alcoholism. Analyse the responsibility of manager in this case.		Level 4	Analysing
2.	Elucidate the role of Emotional Intelligence in reducing stress among employees.		Level 5	Evaluating
3.	Create a suitable Grievance Handling Procedure to be implemented at a Large-Scale Manufacturing Company		Level 6	Creating
4.	Compare and contrast job enlargement, rotation and enrichment. How are they similar to and different from each other?		Level 4	Analysing
5.	Ajay has been a loyal and hardworking member of the company and has had exemplary assessment reviews during his initial years of employment. Unfortunately, his performance steadily dropped until it reached a point where the company needed to intervene. As a counselor, how would you assist Ajay?		Level 6	Creating