

## **MANAGEMENT PROGRAMME**

### **Term-End Examination**

**December, 2006**

**MS-2 : Pre-Revised : MANAGING MEN**

**Revised : MANAGEMENT OF  
HUMAN RESOURCES**

*Time : 3 hours*

*Maximum Marks : 100  
(Weightage 70%)*

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**Note :**

- (i) *There are two Sections A and B.*
- (ii) *Section A has two sets : Set I is meant for the students who have registered for this course prior to January, 2005 i.e. upto June, 2004. Set II is meant for the students who have registered for this course from January, 2005 onwards.*
- (iii) *Attempt any **three** questions from Section A. All questions carry 20 marks each.*
- (iv) *Section B is **compulsory** for all and carries 40 marks.*

### **SECTION A**

**(Set I)**

**(Pre-Revised)**

- 1.** *Discuss the process and methods of recruitment. Discuss the importance of induction.*

2. Define work motivation. Differentiate between hygienes and motivators. Discuss few dimensions on which managers can work to create proper motivational climate in an organisation.
- 3: Discuss the concept of relevance of employee discipline. Identify the important methods of grievance handling, with examples.
4. Discuss different methods of wage and salary fixation in Indian industries. Discuss compensation planning at macro level.
5. Write short notes on any **three** of the following :
  - (a) Collective bargaining
  - (b) Dismissal vs. Suspension
  - (c) On-the-job training
  - (d) Career planning
  - (e) Forms of participation

**SECTION A**

**(Set II)**

**(Revised)**

1. Define 'Human Resource Management' and trace its evolution. Elaborate critically on the challenges associated with HRM in India.
2. Outline the steps involved in human resource selection process. "Tests often do not reflect an individual's true ability." Give your comments on this statement.
3. What is career planning ? Discuss its needs, purpose and objectives in today's rapidly changing environment. Justify your opinion with suitable examples.
4. Discuss the present status of training in various organisations. Explain how training can be made as a strategic function of an organisation.
5. Write short notes on any **three** of the following :
  - (a) Executive Compensation
  - (b) White-collar Union
  - (c) Team development
  - (d) Outsourcing
  - (e) Separation

## **SECTION B**

6. Read the case below and answer the questions given at the end.

John and Peter are working in an engineering organisation — a reputed one where excellence goes hand-in-hand with every new imperative flexibility. By laying down its clear-cut policies and procedures and corporate plans, this organisation has earned the distinction of being one of the best managed companies, always striving for excellence by keeping itself abreast of the developments in the endlessly changing scenario.

During the recent review of the functioning of one of the departments headed by Peter, it was discovered that his department had been continuously showing declining trend in terms of meeting the targets fixed for them and the problems of high rate of turnover/absenteeism came to light. Majority of the subordinates working under Peter were dissatisfied with their job and were feeling frustrated and depressed over the way they were being handled by him. There was a breakdown of communication and innumerable complaints about the rude behaviour of Peter started pouring in, Peter, on the other hand, had been in this department for

the last so many years and was in the habit of treating his subordinates in the traditional style. The situation started aggravating day-by-day. The workers under Peter had to take the shelter of Unions for airing their grievances and the Management was naturally disturbed over the state of affairs and could no longer afford to be a silent spectator. Search for a suitable replacement of Peter was accordingly initiated and John was identified for the purpose.

John was selected for replacing Peter as he possessed the skills of managing different types of people under different situations. His acceptability and credibility have all along been of the highest order.

Initially, of course, this sudden change was a painful surprise for John and as it always happens any change in status quo affects people and John was no exception. However, John moved into the department and was soon able to overcome initial difficulties. With his concerted efforts and sincerity of purpose, he was soon able to create a strong trust-bond with his subordinates. He gave them a free hand in setting time-bound goals for themselves. The subordinates were by then participating in arriving at the vital decision in regard to their

production and productivity. A very cordial and harmonious atmosphere prevailed upon in this department under John. All this naturally resulted in “a blessing in disguise” both for the Management and the workers in as much as that this department paved the way in improving the climate and culture of the organisation.

**Questions :**

- (a) Identify the issues involved in the above case.
- (b) What, in your opinion, could be the causes for replacement of Peter and the secret of success of John in the so-called difficult department ?
- (c) Do you agree with the statement that “a true manager should know the art of managing his people” ? Comment.
- (d) “Developing an effective team having healthy interpersonal relationships is the need of the hour.” Please comment.