

MANAGEMENT PROGRAMME

Term-End Examination

June, 2006

MS-2 : Pre-Revised : MANAGING MEN

**Revised : MANAGEMENT OF
HUMAN RESOURCES**

Time : 3 hours

Maximum Marks : 100
(Weightage 70%)

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 **four** questions from Section A. All questions carry 20 marks each.
- (iv) Section B is **compulsory** for all and carries 20 marks.

SECTION A

(Set I)

(Pre-Revised)

1. Define Job Analysis, Job Description and Job Specification. Discuss the relationship between the three. Explain the process for evaluating jobs, with suitable examples.
2. Define personnel management. What are the objectives of personnel management ? Explain the relevance of personnel department in an organisation, with the help of illustration.
3. Discuss the process involved in selection. How does it differ from recruitment ? Briefly explain the methods of selection.
4. Distinguish between motivation and morale. Discuss the significance of morale and its relationship to productivity.
5. What are the features of trade unions ? Review the status and problems of trade unions in India. Suggest how trade unions can be made an effective tool for IR.
6. Write short notes on any **three** of the following :
 - (i) Performance appraisal
 - (ii) Training and development
 - (iii) Succession planning
 - (iv) Wage boards
 - (v) Employers' association

SECTION A

(Set II)

(Revised)

1. Define Human Resource Management and distinguish it from traditional personnel management. Describe the major components of HRM.
2. Discuss the methods and techniques of recruitment. What are the advantages of recruiting from external sources? Justify your answer.
3. Answer the following :
 - (a) What are the principles in designing an HRD system ?
 - (b) What are the different components of job analysis ?
4. Explain the concept of performance appraisal and its objectives. Briefly discuss the methods of performance appraisal.
5. Discuss the causes and effects of grievance. Outline the features of a grievance procedure and the steps involved in it.
6. Discuss the level and forms of Workers' Participation in Management (WPM). Compare the forms of WPM in Germany and Yugoslavia.

SECTION B

7. Please read the case and answer the questions given at the end.

The company Ross was founded in the name of its president, Michael Ross, about twelve years ago. Mr. Ross had developed a highly sensitive equipment, which instantly found use in defence and civilian production fields. As a consequence, the company grew very rapidly. It had fifteen employees at the beginning. After ten years of its successful operation the strength of its employees increased to 1,000.

As of today, the company's top management consists of Mr. Ross's earliest associates, many of whom are around fifty years of age. They are a highly self-confident group who have worked together closely over the years. However, trouble started when the company had to face severe competition from other companies. This led to considerable decline in profit margins. Also, the cost of manufacturing rose too high, and there was much confusion and divided responsibility in management. Most decisions were made by the top management group and there was little delegation of authority. Many recently hired executives complained that

their ideas were given very little consideration by the top management and that there was little or no chance for their upgradation. As a consequence, some of the recently hired executives had started leaving the company to join elsewhere.

Questions :

- (a) What sort of human resource development programmes do you suggest for company Ross ?
- (b) As a Director (HR), what would be your role in introducing organisational change activities in Ross ?