

MANAGEMENT PROGRAMME

Term-End Examination

December, 2007

**MS-2 : MANAGEMENT OF
HUMAN RESOURCES**

Time : 3 hours

*Maximum Marks : 100
(Weightage 70%)*

Note :

- (i) *There are two Sections A and B.*
 - (ii) *Attempt any **three** questions from Section A. All questions carry 20 marks each.*
 - (iii) *Section B is **compulsory** and carries 40 marks.*
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SECTION A

1. Explain different objectives and supporting functions of HRM, citing suitable examples.
2. Define recruitment and differentiate it from selection. Discuss different methods of recruitment.
3. Discuss the concept of potential assessment and its uses. Explain competency mapping.
4. What are the basic principles of compensation administration? Analyse the wage structure in India, citing suitable examples.

5. Write short notes on any **three** of the following :
- (a) Grievance handling procedure
 - (b) Roles and objectives of trade unions
 - (c) Mentoring
 - (d) Succession planning
 - (e) Industrial democracy

SECTION B

6. Read the following cases and answer the questions given at the end of each case.

CASE - I

UNWANTED PROMOTION

Mrs. Deena joined Syndicate Bank as a clerk after M.Sc., in 1968. She was aspiring for the promotion to the Officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972 she applied for an officer's post in the bank under the promotion quota.

She could not get the promotion as her score in the written test was quite low. But at that time she was transferred to her native town, i.e., Rajahmundry. She tried for an officer's post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees' Union. Since then she has become a problem to the management. She could solve a number of problems of the members of her union.

Consequently almost all the clerks of the branch joined her union. However, she has been continuing her trials for the officer's post. She was not given the

promotion in 1980 though she got more than the minimum score in the written test, on the ground that her interview score was less than the minimum. In fact, the confidential report of the branch manager regarding her trade union activities worked against her in this case. With this failure she decided not to make any further trials and activated the trade union activities. Further, she started a business of dealership in automobiles. She succeeded in diverting the deposits of the business community in her bank to other banks. Management has decided to promote her to the Officer cadre based on the recommendations of the new branch manager. One day Mrs. Deena received appointment order for the Officer's post from the head office of the bank. All the colleagues including the branch manager congratulated her. But she said that she does not want that promotion. It was a quite surprising to all of them.

Questions :

- (a) Do you think that the management's action of not selecting Mrs. Deena in 1980 basing on the confidential report of the Branch Manager is right ?
- (b) Why does Mrs. Deena not want promotion ?

CASE - II

The Loha Manufacturing Company is in a very competitive metal products business. It employs 4,000 people. Because of the similarity in the product design and competitive prices with those of its competitors, it maintains its sales by emphasising quality and service. About a year ago, the company lost two of its major customers, who had been dissatisfied with excessive manufacturing defects. After studying the problem, the company decided that its basic engineering was sound but carelessness and lack of quality consciousness on the part of production workers, inspectors, and manufacturing supervision were a prime cause of the trouble. Accordingly, it introduced a quality control programme to solve the problem.

The course was given after working hours, from 7.00 to 9.00 p.m. each Thursday for 10 weeks. Employees were not paid any additional amount to attend the classes. Technically, attendance was voluntary; however, management intimated that employees who attended sincerely would have the fact recorded in their

personnel records. This fact would be considered in future pay rise and promotions. The course was taught by a staff engineer from the quality control department. The course methodology mainly consisted of lectures, and at times movies on quality control and some discussions. The course covered such topics as the need for high quality, “quality can’t be inspected into a product, it must be built in”, conditions affecting quality, costs of poor quality, inspection standards, inspection procedures and methods, statistical quality control, sampling inspection, and control chart procedures. The course was open to all interested employees in the plant, including supervisors. Attendance at the early sessions averaged around fifty. Towards the end of the course it had declined to about twenty-five.

The training manager made the following comment at the conclusion of the course. “Rajan (the instructor) did a good job of lecturing. He was interested, informative, and spiced his talks with humour at appropriate times. It was not his fault that attendance fell off.”

Questions :

- (a) Do you think this training programme was organised and administered properly ?
- (b) Are there any other training methods that could properly have been used ?