

Jagan Institute of Management Studies
End-Term Examination, April, 2017
Trimester III – PGDM 2016-18

Human Resource Management
ET_PG_HRM_2504

Time: 3 Hrs.

M. Marks: 70

INSTRUCTIONS: Attempt any FIVE questions including Q1 & Q7 which are compulsory.

- Q 1** Comment on any **THREE** of the following:
- a) Poor succession planning leads to inefficiencies at the top.
 - b) Cash has proved to be a short-term motivator for employees.
 - c) Past performance of an employee may not be an indicator of future potential.
 - d) Causes of employee attrition and remedies available
 - e) ‘Selection process should be free from any bias. Comment. **15**
- Q 2** “HRP helps unite the perspectives of both Line and Staff Managers. Although HRP is initiated and executed by the corporate HR staff, it requires the input and cooperation of all managers within an organization. No one knows the needs of a particular department or unit then an individual manager responsible for the area. Regular communication between HR and Line manager is essential to address the pit falls in assessing actual manpower needs and success of HR planning initiatives”. Justify the strength of the statement with emphasis on the basic steps involved in the process to deliver impact of HRP in meeting organizational objectives. **12**
- Q 3** What according to you are the best sources to generate large number of applicants for the sales function in a BPO (Business Process Outsourcing) organization? Explain giving reasons for your answer. Create a set of ten questions that you should ask during the interviews of the shortlisted candidates that might help you to select the right applicants. **12**
- Q 4** You have been hired as Manager, HR (Training & development) for an organization dealing in HOSPITALITY, employing about 600 employees along with a team of sales executives about 30 in number. You have been advised by the CEO to design a training programme for newly hired first line sales managers. Results from the needs assessment

reflect that they will need training on company's policies and procedures, handling irritant customers & motivating sales personnel. In your views as an expert, what learning principles should be taken into the programme along with the methods of training?

Elucidate with reasons for choice of the methodology.

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Q 5 a) You plan to hire a Business Associate in your firm at CTC of 8 Lakh per annum. Design a salary structure including components such as Basic Salary, House Rent Allowance, Conveyance Allowance, Special Allowance, Medical Reimbursement and Leave Travel Allowance. The company contributes 12% to Employee Provident Fund. There is a deduction of Rs. 20 for 'Chai Club'.

b) If the company plans to include 20% as variable pay and 80% as fixed, what will be the salary structure?

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Q 6 Write short notes on any **THREE** of the following:

a) Evaluate the 360 degree feedback as a technique of appraisal. Should this method be used for rewards also? Justify your contentions.

b) "Discipline" the one word so popular everywhere, yet in the corporate, at times it's a challenge to enforce by HR. In your considered opinion, should the organization follow Formal or Informal concept of "Discipline" or some other approach is the need of the hour. Comment with reference to "RED HOT STOVE PRINCIPLE OF DISCIPLINE"

c) Steps involved in MBO

d) Central tendency.

e) Relevance of aptitude test in selection process.

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Q 7 Study the following case study carefully and answer the questions that follow:

TEAM FUN!

Tony has been Director - Human Resources at TEAM FUN!, a sporting goods manufacturer and retailer, for three months. He is constantly amazed that the company does so well, considering that everything is so loose. Nothing is documented about job roles and responsibilities. People apparently have been hired because Kenny and Norton, the owners and founders, liked them or their relatives.

Tony is lunching with Mary, a friend from college who now manages the human resource function for a large financial investor. Tony tells Mary, "I don't know if I should quit or what. Kenny and Norton both got mad at me last week when I suggested smart cards for security. The employee handbook looks like a scrapbook from their high school football days. No one has job descriptions. I do not get it. Everyone

likes working there. The job does get done. Am I the one with the problem?”

Mary replies “Could not be you! It does sound like a great place to work. Has it grown fast in the past few years?”

“Unbelievable,” Tony says. “It had 25 employees 5 years ago, now we have nearly 150.” “That is probably part of it,” Mary answers. “Remember how Dr. Smith said in his class that you could get by without a formal human resource structure up to about 100 employees?”

“Yeah. That was a great class! I met my wife in that class! We did lots of team exercises and projects.” Tony sighs. Mary nods. “Anyway, maybe you could start with writing your own job description. That would be a start.”

“Then I could talk about formal job evaluation processes.” Tony cheers up. “That is a great idea. Have you used QUICK-HR, the new software tool?”

Mary shakes her head. “No, but a package is a good idea. What is your current HRIS (Human Resource Information System) like?” Tony laughs loudly for a while after which Mary continues. “Okay. That is another place you could start.”

Questions:

- a) Help Tony write his job description.
- b) What techniques should he use to gather data?
- c) How should he conduct the job analysis?
- d) What should he say to Kenny and Norton to ensure their buy-in (acceptance) on this project?
- e) How will job descriptions change the organization?
- f) Give an appropriate alternative title to the case.

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