

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

***Human Resource Management***  
***ET\_RM\_HRM\_2504***

Time: 3 Hrs.

M. Marks: 70

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

**Q 1** HR Profession has become highly vulnerable due to high emphasis being placed by organization on cost. Many line managers are of the belief any person can manage HR and any of its function can be outsourced. Nokia For example focused on core areas like mentoring and assimilation and culture building in –house, the rest of the activities are being outsourced. The tendency of line managers to undermine HR role and venturing to manage HR as routine only has done more damage to the organization and ultimately to the demise of HR profession.” Do you fall in line with the observation? Support your contentions with example.

**16**

**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.

**OR**

- a)** Smaller Organizations do not need Job analysis for their Jobs because most of their employees conduct a myriad of activities, too far reaching for a standard job analysis”. State your logic with examples.
- b)** Supposing you are the chairman of your medium sized organization, dealing in logistics with in India, what considerations you would envisage your HR manger to guide your judgement on the employment issues listed under:
- i) Hiring physically handicapped.
  - ii) Promotion from within v/s selecting the best from outside.

iii) Hiring of woman for unskilled jobs. 12

**Q 3** You have been hired as manager, HR (Training & development) for an organization dealing in Tours & Travels, employing about 300 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 irritable 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? Explain with reasons for choice of the methodology. 12

**Q 4** Attempt any **THREE** from the following:

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

b) In our country should the central and state government continue to play key role in deciding minimum wages payable in scheduled employments rather than laissez faire approach, which would allow the employees managing business on slim profit margin to pay only what they can afford. Comment with logic keeping in view the mindset of most of the employers.

c) Identify and discuss the circumstances that triggers employees to form union. Has there been a change in the attitude of employees towards Trade Unions as of now in comparison to what it was about 25 years ago.

d) "Collective bargaining is perhaps the most effective method of resolving industrial disputes". Comment with focus on basic features of the concept & its challenges. 12

**Q 5** "Grievance management is one of the most critical areas of HRM, if managed effectively it adds to satisfaction and addresses numerous problems of employees but in the absence of a well laid down policy and procedure, its failure is impending". Elucidate your views with clarity on essential steps required for success of the system. 12

**Q 6 a)** Most of the Indian managers take the function and responsibility of "Performance appraisal only as a routine, resulting in lack of trust amongst employees in the system". As a professional, do you feel it's because of lack of training to the managers or other reasons can be attributed? Assuming you are the HR head of the organization, what steps you contemplate to take to address this issue to make the system purposeful.

- 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”. 12

**Q 7**

**Read the case and answer the questions given at the end.**

When Adite Technologies Ltd (ATL) moved one of their divisions to Bangalore, the branch manager in Mumbai decided to transfer those employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those she was assigned to the computer moving head divisions.

When Madhuri reported to the new job, Narender Kumar, her new supervisor told her he did not know whether or not he would have a permanent position for her. For three days Madhuri sat and watched other employees do their work. On Friday, Narender announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday. Madhuri arrived at 9 am. Monday morning and waited anxiously to learn about her new job. Narender did not arrive till 10:30. He was being briefed on the new contract by his Manager. He had, however conveyed the message to a colleague to advise Madhuri that he would not be able to meet Madhuri before lunch at 1:30 pm. Narender returned to show Madhuri the operations we are to do are working on, model 10-D and it only requires changing two spot welds. With this jig, you can turn one out, in about three to five minutes. Narender added by the way, you will be the quality control supervisor on this job. Just double check these six spots on the blue print. He did not write on the blue prints or mark the areas anyway. Madhuri was given no idea how important the checking of the work might be in terms of functions as well its end use to the customer.

Please watch me, said Narender to Madhuri, taking up the welding torch. Anyone can do it easily. He repeated the operation 5 or 6 times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blue print to see, if they would pass the quality control check and as a result, Madhuri never checked the pieces after that demonstration. Narender did not see to check the progress of Madhuri until Friday.

During the week several things happened. More than half the motors did not work correctly by the time it reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri’s work or the result of Quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection

card, but she did not make the necessary alterations. That was when Narender found time to talk to Madhuri again. This resulted in the rejection of almost 75% of production. Matter has been brought to the notice of GM, production, who is upset and furious over the loss due to mass rejections and has ordered to sack Madhuri. When the matter came to HR department the HR manager out rightly resisted to concur with the decision of GM, PRODUCTION. GM is not at all willing to allow Madhuri to work in production assembly. HR manager has to settle the issue, under such circumstances. What decision best in the interest of the individual as well organization he should take is the challenge.

**Questions:**

- a) What incidents showed that Narender was not performing a good job as a trainer?
- b) How do you think Madhuri feels about Narender & about her new job? Has it got some impact of decision making style of the trainer and Madhuri? Analyse.
- c) If you were Narender, what you would have done to improve Madhuri's performance? What decisions you will take to address the problems faced in the case?
- d) Would a mentor have helped the situation? How? Why?

**18**

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