

No. of Printed Pages : 6

MS-2

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2011

06240

### 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. Each question carries 20 marks.
- (iii) Section - B is compulsory and carries 40 marks.

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#### SECTION - A

1. "Regardless of industry type, size or location, the companies are faced with critical challenges of change, intellectual capital, technology, and profitability through growth and globalization." How do you see the changing role and importance of managing Human Resources in the newly emerging business scenario. Elaborate and explain with suitable examples.
2. What is the importance and role of Selection Tests ? Briefly describe various types of Selection Tests employed by the organisations.
3. What is an 'Assessment Centre'? What are the internationally recognised elements and essentials for a process to be considered as 'Assessment Centre'? Explain with relevant examples.
4. What is the importance of 'Focus', 'Structure' and 'Functioning' as principles in designing 'HRD System in an organisational setup ? How and why are the boundaries of HRD changing in today's business scenario ? Explain with examples.

5. Write short notes on any three of the following :
- (a) Separations
  - (b) Training - A strategic function
  - (c) Wage structure in India
  - (d) Reward Systems
  - (e) Mediation and Litigation



SECTION - B

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

Mr. Ravi Saxena passed his B.Sc. in 1972 and joined a commercial bank in the clerical cadre. He served there for three years. He was not happy with the job prospects and wanted a better deal in life. He quit the job in 1975 and joined Xavier Labour Relations Institute, Jamshedpur. He obtained his post-graduate qualification in Personnel Management, and thereafter took up a job with a large public sector organisation in Pune as a Trainee Officer in the Personnel Department. He was confirmed as a Personnel Officer after the completion of training with the company in 1978.

The Personnel Department was headed by a Manager. Next in the management hierarchy was one Deputy Manager followed by two Assistant Managers and six officers in the department. They were supported by a battalion of office and clerical staff. Mr. Ravi was assigned the task of maintaining certain statutory documents. He was quite enthusiastic and wanted to bring about many improvements. His work, however, hardly provided any scope for originality. The bureaucracy never permitted any change easily. Besides, at his level in the hierarchy he could not wield much influence on any matter. His salary and perks were however quite comparable to those in any other organisation and there was adequate freedom and security of job. Though he was not very happy he tried to reconcile himself to his job.

When Sukhdev Industries Limited, Pune, advertised for the post of "Senior Personnel Officer", he decided to apply for the post. He had reasons to do so in spite of the fact that he was reasonably comfortable in the public sector organisation. Firstly, Sukhdev Industries was a leading company in the private sector; secondly, the Personnel Manager of the company was due to retire shortly and the incumbent of the new post was to replace him in due course; thirdly he would have a much broader span of work and would be able to implement many of his ideas which he could not do in the public sector organisation because of the bureaucratic element that prevailed there and fourthly, the job was in Pune itself and the problem of dislocation was minimum. He responded to the advertisement and got selected. He joined the organisation in early 1985.

SIL is an engineering industry engaged in the fabrication of heavy structural engineering works. It has a turnover of over Rs.40 crores and an employee strength of over 2000. The company has the reputation of being a high-profit industry. It has a very low profile so far as personnel policies are concerned and maintained steady growth over the past decade. The company is managed by a family of industrialist which is known for their shrewdness and business acumen. The management had expressed their desire to professionalise their entire organisational structure.

The company had a work force of 1700, out of which 1000 were permanent employees and over 700 employees were temporary workman. The Personnel Department was engaged most of the time in hiring these temporary hands on a continuous basis. The strategy adopted was to hire temporary persons, retain them for a period of 7 months and then terminate them. (If a temporary is retained for more than 240 working days in a year, he is deemed to have become a permanent employee as per rules). The same temporary employee could be re-employed after a gap of a few months.

Mr. Ravi studied this situation. He thought that it was an enormous waste of effort to co-ordinate the engagement of temporaries and discontinue them on such a large scale on a continuous basis. Besides, he thought, a sense of belonging could not exist among the workmen if they are employed on a hire-and-fire basis.

He prepared a proposal suggesting to discontinue this practice. He submitted a well written note to the Personnel Manager, who had a very progressive outlook on personnel matters. The Personnel Manager informed him that in SIL such decisions were beyond the jurisdiction of the department and that he could only send the proposal to the Vice President who normally deals with such matters. Accordingly, the note was forwarded to the Vice President.

There was no response from the Vice President who was known for his grip over the company's administration, and controlled it very tightly. He used to take quick decisions on matters referred to him. By practice, the managers knew that if there was no response from him, it meant that he was not interested in the proposal, and the managers generally did not venture to follow up the matter.

Mr. Ravi however sent a note to the Vice President indicating his desire to discuss the matter with him. In the meanwhile he had also worked out details of another scheme offering to encourage self-study by the employees. According to it an employee could undertake higher education and seek career advancement. This, he thought, would motivate the employees as their energies would find a new and useful outlet.

Mr. Ravi was called for a meeting with the Vice President. The Personnel Manager was also invited to be present. Mr. Ravi briefly explained the salient features of the two schemes he had proposed. He contended that they would bring a major change in the IR situation of the organisation. The Vice President indicated that both the proposals were immature and unrealistic, though he agreed that they were good proposals on paper. He asked Mr. Ravi to be more realistic and pragmatic in his approach rather than take decisions, on academic merits. In support of his statement he asked him to go through the facts and figures with the help of Mr. Godbole. Mr. Godbole gave Mr. Ravi a few relevant facts : the average efficiency of a permanent employee in the

company was 48%, while that of temporaries was 85%. The productivity of an employee came down as soon as he was confirmed on the job. There was hardly anything that the company could do in the matter in the then prevailing labour situation. This was proven with the cases of a few employees who were confirmed in the past few months. Hence, in the interest of labour productivity it was necessary to maintain the temporary operatives. The company could manage the work quite well as the skill required was not of a high level in a majority of the cases. A temporary operator could pick up the required skill level in a few days. It was only the will to work which was required.

As regards the self-education scheme, the Personnel Manager asked him to go through the personal docket of selected workmen. Mr. Ravi went through them and found a file of Mr. Jadhav whose case was as : He had joined the company canteen as a helper 16 years ago after his SSC. He worked sincerely, and was confirmed in the regular service of the company 10 years ago as a server. He was a sincere and hard working person. There was absolutely no problem with his work. He enrolled himself in an evening college in 1973 and completed his B.A. In 1978. He was extremely happy and immediately put up an application seeking a white collar job as a clerk or an assistant in the commercial department. He felt that would be a more suitable job for him. The management looked into his case.

Mr. Jadhav was drawing a salary of Rs. 1600 by virtue of his long service. The clerical job which he was looking for could be filled up by a fresh graduate on a salary as low as Rs.700 to start with. His long service was not of any use in his new assignment. His application was rejected. There was no openings at the supervisory level in the canteen. Thus, there was no way in which he could be given a promotion or a white collar job.

This had very serious repercussions on Mr. Jadhav 's performance. In 1979 there were complaint of his misbehaviour with his supervisor and lack of interest on the job. He was suspended for 3 days in 1980. Today ; he is a thoroughly disgruntled worker since his aspirations linked to his new qualification could not be met with. There were several other such cases of dissatisfied employees.

The company management rightly feared that undue encouragement for self-study may have grave consequences as their aspirations could turn out to be unrealistic. This apprehension was confirmed by the feedback from other organisations which had encouraged such schemes and were having a bitter experience with several cases of dissatisfaction among employees. Hence keeping a low profile was better. The management, finally maintained that encouraging employees to go in for higher courses was to invite trouble.

Mr. Ravi was thoroughly confused and disillusioned. He wondered whether what is thought and taught to be good can't be so in practice. There were more and more instances proving to the contrary. He had come across several cases of managers who made themselves redundant by developing their juniors, and had to quit the organisations. After all, who wants to pay a fat salary to a Senior executive and retain him if a junior in the department can do his job? The end justified the means in many private commercial organisations.

#### Questions

1. Why did the Personal Manager who understood the situation not explain it to Mr. Ravi ?
2. Was he right in sending Mr. Ravi's proposal to the Vice President?
3. Is the Vice President an orthodox executive or is he a pragmatic person who had adapted his style according to circumstances ?
4. What should be Mr. Ravi's next course of action under the circumstances ? Should he reconcile himself to the situation ? If so, how ?



No. of Printed Pages : 4

MS-2

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2012

05252

### MS-2 : 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 five questions carrying 20 marks each. Attempt *any three* questions from this section.
  - (iii) *Section - B* is compulsory and carrying 40 marks.
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#### SECTION-A

1. What are various social factors which influence the Personnel/Human Resource Management functions of an organisation in Indian context ? Briefly explain with suitable examples.
2. What is the purpose and significance of Interview in the process of hiring human resources ? Briefly describe , various types and limitations of Interviews , with suitable examples.
3. What are various problems encountered in Performance Appraisal Process ? What are the ways to improve the probability of "What is Appraised is what was supposed to be Appraised "? Explain with examples.
4. What are the determinants of compensation ? How does compensation function contribute to the organisational effectiveness ? Explain with suitable examples.

5. Write short notes on *any three* of the following :
- (a) 'Self concept' and Organisation Socialisation
  - (b) Benchmarking
  - (c) Voluntary Machinery
  - (d) Theories of Trade Unionism
  - (e) Grievance Handling Procedure



## SECTION-B

6. Read the case study titled and answer the questions given at the end :

XYZ Limited is a public sector undertaking with a staff strength of around 1,200 including 300 officers. As per the recruitment policy of the company , most employees join as trainees and after successful completion of training , are absorbed at the lowest intake level. Thus, in the case of workers , most start as Technician/Operator Trainees and officers , as Management Trainees. The company expects the higher posts to be filled by promotions and therefore , as far as possible , direct recruitment to higher positions is avoided. Only when there is an urgent requirement of a person to fill a higher post and no candidates from within the organisation are eligible, is an open advertisement released.

In 1982, the company urgently needed one Junior Engineer (Instrumentation ) to take charge of one of its plants. At that time, the company had four Junior Engineers (JEs) in position who had joined as Management Trainees in 1980 and had been regularised in 1981. Immediately above them was an Assistant Engineer, who in turn reported to the Project Manager. The company released an advertisement for the post of JE , seeking applications from those with at least two years' experience in the field. One Mr. Ramesh Chaudhari , who had four years ' experience in a private concern applied and was selected. He found the terms of appointment lucrative and joined the company in May 1982. As four JEs were already working in the company, Chaudhari became the junior - most JE as per the promotion policy of the company ; the four JEs would become eligible for promotion to the post of ' Assistant Engineer' in 1985 (on completion of four years 'service ) and Chaudhari in 1986.

In July 1983, the Assistant Engineer left his job and hence, the company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of five years' experience. Chaudhari met the specification since he had four years previous experience plus one year in XYZ Ltd. Therefore, he applied for the post through proper channel. The company decided to call all the eligible candidates for interview. Accordingly, Chaudhari was also called along with the external candidates. He performed exceedingly well in the interview and was found suitable for the post. The General Manager (GM) , who was chairman of the selection committee, congratulated Chaudhari and told him that he had been selected.

However, the GM changed his mind subsequently and asked the Personnel Officer not to issue the appointment letter to Chaudhari. He gave the following reasons for reverting his decision :

1. Mr. Chaudhari would get a higher post after completion of just over one year's service in the organisation as against the normal requirement of four years.
2. When Mr. Chaudhari joined , he was junior to the four JEs by about one year. If he was offered the higher post , he would suddenly become their boss. This would demoralise the JEs - in fact they had already decided to seek jobs elsewhere if Chaudhari became Assistant Engineer.

The GM was convinced that he could not afford to lose four JEs and therefore , he chose to disappoint Chaudhari.

**Questions :**

1. If Chaudhari had been an external candidate , would he have got the job ? As an internal candidate , did he deserve to be treated in a different fashion ?
2. Did the management make a mistake in calling Chaudhari for an interview and selecting him, when he was "too junior " in the organisation ?
3. Are there any drawbacks in the recruitment / promotion policies of the company ? If yes , elaborate them .

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No. of Printed Pages : 3

MS-2

## MANAGEMENT PROGRAMME

Term-End Examination

03339

December, 2012

### 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, Each question carries 20 marks.
- (iii) Section - B is compulsory, and carries 40 marks.

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#### SECTION-A

1. What are the objectives and functions of HRM ? Briefly explain the assumptions underlying Traditional Personnel functions and Human Resources system.
2. Define and describe the 'Selection Process'. Discuss purpose and types of various 'Selection Tests'.
3. What are the objectives of Performance Coaching ? Identify and discuss the essential conditions for a coaching to be effective. Cite relevant examples.
4. What authorities can be created under the Industrial Disputes Act 1947 for preserving Industrial harmony, prevention and settlement of Industrial Disputes.
5. Write short notes on *any three* of the following :
  - (i) Career Planning
  - (ii) Benchmarking
  - (iii) Reward Management
  - (iv) White Collar Workers' Unions
  - (v) Effects of Participative Decision making.

## SECTION-B

6. Please read the case given below and answer the questions given at the end :

XYZ Limited is a public sector undertaking with a staff strength of around 1,200 including 300 officers. As per the recruitment policy of the company , most employees join as trainees and after successful completion of training , are absorbed at the lowest intake level. Thus, in the case of workers , most start as Technician/Operator Trainees and officers , as Management Trainees. The company expects the higher posts to be filled by promotions and therefore , as far as possible , direct recruitment to higher positions is avoided. Only when there is an urgent requirement of a person to fill a higher post and no candidates from within the organisation are eligible, is an open advertisement released.

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No. of Printed Pages : 3

MS-2

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2013

04420

### MS-2 : MANAGEMENT OF HUMAN RESOURCES

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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**Note :** There are *two* Sections A and B. Attempt *any three* questions from *section A*. All questions carry 20 marks each. *Section - B* is compulsory, for all and carries 40 marks.

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#### SECTION-A

1. Explain the scope of HRM, and briefly discuss various perspectives of HRM.
2. Define and describe the objectives and purpose of 'Interview'. Discuss various types of Interview which are used in hiring process.
3. Define 'Competency mapping'. Enumerate various methods, and discuss the 'Critical Incidents' and the 'Interview' Techniques of competency mapping. Cite relevant examples.
4. What are the objectives and functions of Trade Unions ? Discuss the classification and role of TUs in the context of present day business scenario. Justify your answer.
5. Write short notes or *any three* of the following :
  - (a) Techniques of collecting information for Job Analysis
  - (b) Problems /Errors in Performance Appraisal
  - (c) Compensation Strategy
  - (d) Workers Participation in Management
  - (e) Dis-satisfaction, Complaint and Grievance

## SECTION-B

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

Vishal Industries Ltd., is a medium sized engineering factory employing 250 employees. The Factory Manager advised the Personnel Manager of the company to select a right man to fill up the vacancy of a "Time-Keeper". The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them "Application Blank" for collecting their detailed information. On receipt of Applications and on further scrutiny, it was observed that two candidates were age-barred, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of three appeared for the interview before the Interview Panel consisting of three interviewers. The panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan. The personal traits and merits of these two candidates are as follows :

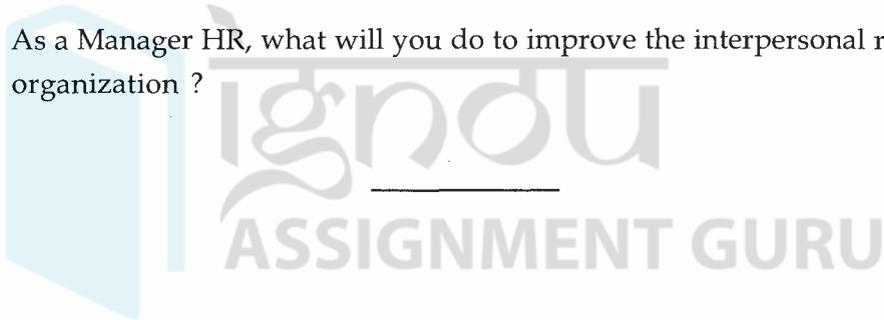
Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable, amicable individual who enjoys mixing with employees. His verbal skills are average, but he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of paysheets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office. He is a good sportsman also and has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task assigned to him. But he is straight-forward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality, above average communication skills, but at times is "rough" in dealing with people. His clerical and computational skills are excellent. He does not on his own mix with people or take part in extra curricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted

in the regular register on the same day and paysheets must be kept ready on 1<sup>st</sup> of every month and sent to A/c Department, for checking before 3<sup>rd</sup> inst. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan is short tempered and at times he also had heated arguments with managerial executives. He limits his existence to his working table and if anybody unconnected with the time-office work comes near his table, he loses his temper.

**Questions :**

- (a) In terms or overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager ?
- (b) What are the criteria of your decision ?
- (c) In case the other two members of the Interview Panel differ from your decision, how will you convince them ?
- (d) As a Manager HR, what will you do to improve the interpersonal relations in the organization ?



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No. of Printed Pages : 6

MS-2

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2013

06002

### MS-2 : 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) Attempt any three questions from Section A. All questions carry 20 marks.  
(iii) Section B is compulsory and carries 40 marks.
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#### SECTION-A

1. What are Objectives and Supporting Functions of HRM? Critically relate and evaluate some basic assumptions underlying Traditional Personnel Functions and Human Resource Systems.
2. Define and discuss 'Selection Process'. Explain with suitable examples the Purpose and Types of various Selection Tests, their significance, limitations and precautions.
3. What are the pre requisites associated with employee development in an organisation? Briefly discuss the Objectives of Performance Coaching in an organisational setup, with relevant examples.

4. Explain the basic principles in designing HRD system in an organisation ? Briefly highlight the changing boundaries of HRD in the present day context.
5. Write short notes on **any three** of the following :
  - (a) Methods of Job Analysis
  - (b) HR Audit
  - (c) Regulatory mechanisms in Industrial Relations.
  - (d) Industrial Democracy
  - (e) Reward management

### SECTION-B

6. Read the following case carefully and answer the questions given at the end.

Mr. P. Singh is one of the most successful industrialist in India. His management style and his professionalism has been primarily responsible for his fast and phenomenal growth. His headquarters are in New Delhi but his industrial plants and business houses are scattered all over India. Even though some of his subsidiaries have gone public, most of his industries are still under his direct control. He is the chairman of the parent company. He has established some policies and rules which all employees are expected to strictly follow. Some of his directives are :

- Dress code. All male employees must come to the office in suits and ties. The suits should be properly pressed and must convey

an impression of professional aggressiveness. Females must be dressed, in Saris or Salwar/kameez or other regional dresses, but the colours must be conservative and professional.

- Professionalism in offices. Work activity must be the primary priority of all employees. Personal phone calls must be limited to emergencies. No visitors without a definite purpose be allowed on the premises. All social interactions to be conducted during lunch hour outside the company boundaries.
- Team spirit. No personal conflicts allowed. All employees must work together, help each other and strive together to achieve the organisational goals.
- High salaries. All employees are paid high salaries, much above the prevailing market rate. In return, the employees are expected to be loyal and consider the company as if it is their own.
- High expense accounts. All executives who are expected to travel and entertain potential clients and government officials are given unlimited company expense accounts with freedom to make decisions.
- Decentralization. Even though major policies and policy decisions are made by

Mr. Singh himself, employees have the freedom to make on-the-spot decisions when necessary.

Professionalism in the offices is observed so strictly that one day Mr. Singh noticed his own son, who was the general manager of one of his companies, sitting in his office with his feet on the table. He was reprimanded for his behaviour.

One incident specifically speaks about the cultural aspect of his organisation. Ravi Batra is supervisor of one of his plants in Karnal, in Haryana. He is a very bright young man who graduated with an engineering degree from Punjab University. Ravi's father is a senior inspector with the Government of India and his job is specifically to inspect garments for export to United States. He is stationed in Delhi. He personally inspects the garments of one company owned by Mr. Kohli, who sends all his shipments to his brother in New York. This brother in New York is a very close friend of Mr. Singh, the industrialist.

The senior Batra in Delhi wants his son to be transferred from Karnal to Delhi so he could stay at home. He asks Mr. Kohli to use his brother's influence on Mr. Singh to have his son transferred to Delhi. Mr.

Singh was so requested.

Mr. Singh, on visiting his plant in Karnal, asked to see Mr. Ravi Batra. The conversation took place as follows :

Mr. Singh :        So you want to be transferred to Delhi.

Mr. Batra :        Yes, Sir.

Mr. Singh :        May I know why, specially when your services are needed here ?

Mr. Batra :        I am sorry, sir, but my father wants me to stay at home.

Mr. Singh :        But it is not your father who is running this company. Now is my friend in New York, who was approached by your father. They do not know where you are needed. I do.

Mr. Batra :        I am realaly sorry, sir, it will not happen again.

Mr. Singh :        You better make sure, it does not happen again. This time, I am willing to let it go. But make sure you understand that you

are working for a professional organisation. I have not built this company by doing favours to friends. I have built this company by hard work and professional behaviour. Is that clear ?

Mr. Batra : Yes, sir.

Mr. Singh : You may go now.

### Questions :

1. Critically evaluate the suitability of professional discipline prevailing in the organisation.
2. Do you think Ravi Batra himself asked his father to request this transfer specially when he was aware of the company's professional policies ?
3. Was Mr. Singh justified in denying this transfer as well as in showing anger that his policies were not being respected ?
4. Would you like to have a re-look at the policies of the organisation, if you were Mr. Singh ? Explain with reasons.

No. of Printed Pages : 7

MS-2

01302

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2014

### 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.

#### SECTION - A

1. Explain the scope of Human Resource Management. Briefly describe and discuss various perspectives of Human Resource Management, with relevant examples.
2. Differentiate between Recruitment and Selection. Highlighting the significance and purpose of interview as a process, describe its various types, limitations and guidelines for improvements. Give examples.
3. Explain the concept of 'Assessment Centres'. Describe various functions and usage of Assessment Centres. How are Assessment Centres different from Development Centres ? Cite examples.
4. What is a Team ? How is a team developed ? Briefly discuss the ways and characteristics of making a Team Effective. Explain with examples.

5. Write short notes on **any three** of the following :
- (a) Job Description
  - (b) Training Evaluation Techniques
  - (c) Compensation Strategy
  - (d) Functions of Trade Unions
  - (e) Grievance Handling

### SECTION - B

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

The National Transport Corporation (hereinafter referred to as NTC), a leading transport organization with a fleet strength of 200 vehicles, is engaged in Parcel Services in South India. The NTC has its headquarters at Madras, and has branches in important locations in Tamil Nadu and other southern states.

Madhavan, a loadman of NTC at Salem, was transferred from Salem to Madura, for long absence from work in the beginning of 1985, though the corporation could have discharged him from service for long absence without permission, for a period of two months. The Branch Manager of Salem, NTC requested the Head of the Human Resources Division to transfer the employee to another location, to enable the employee to correct himself in future. Madhavan was in NTC from the beginning of 1982.

Madhavan reported for duty at Madura, and again after six months of service, started absenting from work as before. The Branch Manager of Madura counselled him several times,

but Madhavan did not show any real change in his attitude. A written warning was given to him in October 1985. He again absented himself from duty on 17<sup>th</sup> December, 1985 for ten days, and after joining duty on 15<sup>th</sup> January, he was again absent for 10 days. Disciplinary action followed.

At the departmental enquiry held in February 1986, Mr. Madhavan pleaded that he was suffering from jaundice and that he rushed to his village near Salem for taking Ayurvedic treatment and rest. No medical certificate was produced. He admitted his mistake in not applying for leave, to the enquiry officer and requested for mercy.

Based on the admission of the misconduct, the enquiry officer gave the findings that he was guilty. The Branch Manager, Madura was informed about the findings. He recommended dismissal (for provisions refer to Annexure-A).

The Chief Executive of NTC, the punishing authority, took the decision that the delinquent was not willing to work regularly. He however, again directed a transfer to Madras, rather than passing an order of dismissal. This was done, once again, to enable the employee to correct himself.

Before issue of orders, Mr. Madhavan approached the Chief Executive of NTC and requested for mercy. He was not in favour of changing the order of transfer. He, however referred the matter to the Manager of the Human Resources Division for proper disposal.

### **Before the Manager (HRD)**

The Manager HRD, asked Madhavan, the reasons for absence. He asked Mr. Madhavan how a company would tolerate such absenteeism. He was asked why he failed to produce medical certificates, if he was really sick? Was he not given an opportunity twice to correct himself, once by the Branch Manager, Salem and later by the Branch Manager, Madura? Madhavan had no answer to these questions. He however, requested the Manager to give him one last chance. He had no complaints against the Branch Managers. The management assured support to him if his version was convincing. Madhavan then narrated his family background.

### **Madhavan's Family Background**

He was born to Gundappan and Palaniammal. He had two elder sisters, four elder brothers and another brother younger to him. His sisters and two brothers were living separately after marriage. He got the job as a loadman in NTC in 1982 at Salem, through his brother-in-law, another senior loadman at NTC. Another unmarried brother of his, aged 33 was employed in a hotel and was living separately. He was living with his parents, a disabled brother aged 35 and his younger brother at Kamandapatti (Please refer Annexure-B) till the end of 1984 in the family house. He was the bread winner of the family.

Madhavan was now living at Omalur, with his wife Madhavi aged 22. Madhavi's tale was a tragic one. A native of Taramangalam, 10 kms from Omalur, her father was in the military, and was now no more.

She was married in 1983 to her father's sister's son Gopal. However, she was ill-treated by both her in-laws and her husband and deprived of her ornaments. Disillusioned, she applied for a divorce and got an alimony of Rs. 20,000. This helped her to establish a small grocery shop at Omalur and settling down with her sister's family.

Here Madhavan developed intimacy with Madhavi much to the dislike of her sister, and another Gunapalan, a person known to Madhavan. Gunapalan wanted to marry Madhavi. But Madhavi had no interest in him. Gunapalan in this background posed serious problems to Madhavi especially after Madhavan's transfer to Madura. Gunapalan was determined to win her hand. He told her twice that she will have to forget Madhavan, or else she will have to blame herself for the consequences. Threats followed.

Madhavan got a letter from Madhavi. She wanted real protection. She had antagonised Gunapalan and could not completely rely on her married sister. They should marry - she wrote to him. Madhavan reached Omalur to see that Madhavi's shop was burgled by unknown persons. There was a rumour in the air that Gunapalan was behind everything.

Madhavan decided to marry Madhavi. He married her from the Madura Temple and later went on a pilgrimage for a fortnight. He however, did not inform the NTC officials and employees about his marriage. He never applied for leave as well during the marriage on 6<sup>th</sup> January, 1986. What followed was the disciplinary action against Madhavan and his entreaty against transfer.

### The HRD Manager's Decision

Madhavan gave a definite undertaking to the Manager that he would be diligent in the work in future and that the management could terminate his services, upon any complaint in future.

The Manager (HRD) contacted the Branch Managers of Madura and Salem and took them into confidence. The family background was fully explained to both the Branch Managers. It transpired that Madhavan had never explained his problem to either of them. Both Managers agreed to abide by the decision of the Manager (HRD) to help the employee concerned. Both promised to counsel Madhavan as well, if he was posted either at Madura or Salem.

The Manager (HRD) taking into account his family background passed an order transferring the employee to Salem.

#### Questions :

- (a) How would you approach this issue as the Head of HRD Division to correct the employee ?
- (b) Do you think that the employee cannot be corrected and that sympathy shown to him will amount to a premium on indiscipline, adversely affecting the corporate image of the organisation and the employee ?
- (c) Do you subscribe to the view that it is possible to correct him by the theory of constructive discipline and if so, how ?
- (d) Would you subscribe to the view that if you transfer him to his home town, Salem, Madhavan would prove himself to be a good performer as he will be in a position to discharge his duties as an employee and as a sincere family member ?

## Annexure - A

### Provisions in Standing Orders

Habitual absence without leave or absence without leave for more than 10 days.

Habitual late attendance

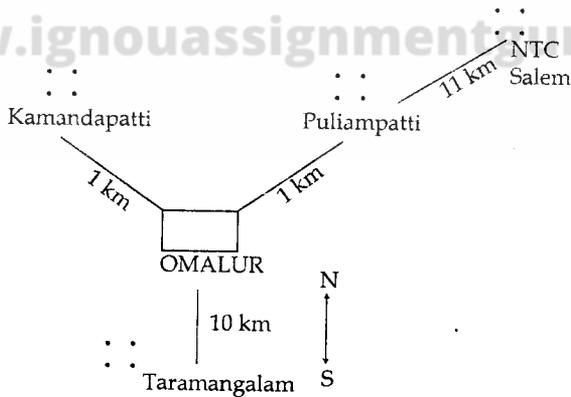
**Punishment** - An employee who is found guilty of a misconduct may be punished as provided herein, depending upon the gravity of the misconduct committed by the employee.

- (a) Fine, up to 2% of monthly salary
- (b) Warning
- (c) Demotion
- (d) Stoppage of increment
- (e) Suspension for 30 days
- (f) Discharge or dismissal

The management has the right to transfer employees from head office to branches and vice versa for exigencies of service.

## Annexure - B

### Location Chart



## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2014

### 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.  
Each question carries 20 marks.  
(iii) **Section-B is compulsory** and carries 40 marks.
- 

#### SECTION - A

1. What are the Primary Objectives and Supporting Functions of Human Resource Management in an organisation ? Differentiate between basic assumptions underlying Traditional Personnel Functions and Human Resource Development. Explain with suitable examples.
2. Describe objectives of Human Resource Planning and its needs at macro level. Also explain the process and levels of Human Resource Planning. Cite relevant examples.
3. What is 'Competency Approach' to Job Analysis ? Describe and discuss uses and benefits of Competency Approach in an organisational set-up. Analyse with suitable examples.

4. Briefly describe the mechanisms of settlement of Industrial Disputes available under 'Statutory Machinery'. Cite examples.
5. Write short notes on **any three** of the following :
  - (a) Industrial Democracy
  - (b) Aims and Objectives of Compensation
  - (c) Recognition of Trade Unions
  - (d) Role Systems
  - (e) Training Evaluation

### SECTION - B

6. Read the following case carefully and answer the questions given at the end :

Mr. Ritesh Mashroo was Senior Sales Manager working in Indian Lever Limited, a most reputed FMCG company for a decade. He was an excellent worker and had always achieved beyond the target assigned by his superior. In March 2001, when he returned from his official tour of 15 days, he came to know from his colleagues that the promotion list has been displayed and his name does not appear in that list. On hearing this, he felt annoyed, humiliated and in his gush of anger entered the office of Mr. Mithun Chatterjee, General Manager (Marketing) and began to discuss.

**Mr. Mashroo** : Why have I not been promoted Sir ? Since last year you are assuring me to continue working hard and that I would be promoted this year. This year too, you have not promoted me. What is the matter ? (Mr. Chatterjee felt insulted at Mr. Mashroo's behaviour as some guests were waiting outside his cabin.)

**Mr. Chatterjee** : First take your seat and cool down. I am indeed surprised to find your name missing in the promotion list, even though I had recommended you for promotion. As you are aware, these days Vice President (Marketing) decides on all matters related to promotion and he mentioned about the feedback from the field staff he had received regarding your poor interpersonal skills. So, I suggest to you that you be careful about your work behaviour and try to improve upon it. We will see next time.

Mr. Mashroo was very angry at Mr. Chatterjee's remark and left the office uttering that he would meet VP (Marketing) on this issue. Next day he went to meet Mr. P. Venkatraman who was very busy with a board meeting. On seeing Mr. Mashroo waiting, he called him inside and inquired about the matter.

**Mr. Mashroo** : Good morning, Sir. I have come to know from Mr. Chatterjee that I have not been given promotion because of my poor interpersonal skills. Sir, you may be aware that the new sales staff is very arrogant because they proclaim that they have post-graduate degrees from renowned business schools in the country and they are not interested in working in the field. That is way I have to be strict in managing them, as our ultimate goal is to achieve the target.

**Mr. Venkatraman** : Mr. Mashroo, don't feel annoyed. I was just informally discussing with Mr. Chatterjee that if you started working on your problems you would become VP in few years' time. But as far as this promotion is

concerned, I have already given you 4 rating in your performance and recommended you for the same. I think that HR department might have made certain changes in the grading and that may have worked against your benefit. Why will I harm you in getting the promotion; after all, you are a high performer in the company.

**Mr. Mashroo** : How can it happen, Sir ? How can they change the performance rating that you have given ? Then, in that case, I would like to meet the HR Head to know the reason.

**Mr. Venkatraman** : You may meet the HR Head, but it is too late for this year.

Next day, Mr. Mashroo goes to meet Mr. Ashok Motiramani, Head of Human Resource Department.

**Mr. Mashroo** : Good morning, Sir. I have a problem regarding my promotion. I am the only person in the marketing department who had, for the past five years, achieved beyond the target. But this time I have not been given promotion. Mr. Venkatraman told me, that he had recommended my promotion, but it seems HR department has revised the list and I am deprived of promotion.

**Mr. Ramani** : Mr. Mashroo, take it for granted that we cannot change the rating or modify the recommendation of your VP (Marketing) because he is your HOD. Ultimately, HOD is the final decision-maker for promotional issues of a department. I am sorry I cannot do anything for you.

Mr. Mashroo moves out of HR department, unable to decide what to do. Finally he decided to go for a long leave.

**Questions :**

- (a) What is the problem of Mr. Mashroo ? And who is preventing him from being promoted ?
- (b) Identify the problems in the performance appraisal system of this company.
- (c) What actions are expected from VP (Marketing) and HR Head on this issue ?
- (d) What steps need to be taken to avoid this situation in future ?



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## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2015

### 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.*  
Each question carries **20 marks.**  
(iii) *Section-B is compulsory and carries 40 marks.*
- 

#### SECTION - A

1. What are the Primary Responsibilities of a Human Resource Manager in an organisational set-up ? Briefly explain with suitable examples.
2. What are the Techniques of collecting information for Job Analysis ? Differentiate between Job Description and Job Specification. Describe the Technique of writing Job Description. Explain with relevant example.
3. What are usual problems and errors faced in Performance Appraisal Process ? Briefly discuss the ways to make Performance Appraisal Process more effective. Explain with examples.
4. What are the objectives of Reward Systems in a formal organisational set-up? Briefly discuss different forms in which organisations reward their employees.

5. Write short notes on **any three** of the following :
- (a) Determinants of compensation
  - (b) Purpose and objectives of Disciplinary Action
  - (c) Measures for effective WPM
  - (d) Employers' Association
  - (e) Performance Coaching

### SECTION - B

6. **Read the following case carefully and answer the questions given at the end.**

Modern Industries Limited (MIL) in Bangalore is a consumer durables manufacturing industry and a subsidiary of a multinational company. Presently the company has over 500 employees and an annual turnover of about ₹ 75 crores. It has maintained an excellent record of performance and growth in the past few years.

The company has its own fleet of cars, trucks and other materials-handling vehicles. The cars are generally meant for the use of company officials while on business. The trucks are used for transporting the goods to their main channels of distribution. The material-handling vehicles like forklift trucks, powered trolleys etc., are used in their manufacturing plants. These vehicles, numbering about 70, are maintained by the Transport Department.

The department was headed by Mr. Hukam Singh, the Senior Foreman, who reported to the Administrative Manager. He had two supervisors reporting to him. They normally came in 1st and 2nd shifts on rotation. The department has its own maintenance workshop with about 20 skilled mechanics. The nature of work in the department was such that it involved

a great deal of coordination and internal correspondence. Mr. Singh was heavily loaded with paper work. He was basically a craftsman with training as a Motor Mechanic and had a cumulative experience of over 25 years. He was generally weak in paper work and spent considerable time on it which left him practically no time to perform the maintenance function effectively. As a result, there was a deterioration in the upkeep of the vehicles.

It was felt that there was a need for another person at the level of Foreman to look after the maintenance workshop. Both the present supervisors had risen from the ranks. They were found unsuitable for promotion to the position of foreman. There were no other candidates available within the company for filling up the position. Hence the vacancy for foreman for the Auto Maintenance Workshop was advertised.

Mr. Raghu Menon was employed in the supervisory cadre in a Central Government Automobile Workshop. His was a transferable job, which was causing problems for the education of his two children who were studying in schools. He was looking for a job which could allow him to settle down in some place and promptly responded to the advertisement. He was called for interview and was selected. The job was a non-transferable one and suited him perfectly. Though it did not bring him a very high monetary gain, he accepted the job as it met his other requirements. He joined MIL in November 1982. According to the company's rules, he was to be on probation for one year after which he could

be confirmed. As per the terms of employment, the company could terminate the services of a probationer by giving only a month's notice and without assigning any reason.

Mr. Menon was quite happy with the job and started off with enthusiasm. He was getting to know the job and the people in the organisation. There were several problems he had to encounter on the job. The supervisors were quite detached from him and the craftsmen were uncooperative. He worked hard to cope up with these problems. He could not draw much support from Mr. Singh, who was lukewarm in his attitude towards him. He put up a brave front and hoped to set things right.

The people in the workshop were working in an informal manner. There was no standard procedure for taking up any work in the department - the supervisors allocated the vehicles to different mechanics, who used, to complete the repairs and maintenance in the way they liked. Mr. Menon thought of introducing some new procedures and formats for use in the department. He discussed these with Mr. Hukam Singh and accordingly the new procedures were introduced in May 1983. Each mechanic was given a daily work card, showing the work undertaken by him on the day. The approximate time taken for each task was also to be indicated. The idea was to make everyone concentrate on the work assigned to him and avoid wastage of his own and other's time. It was also felt that this would help to bring about proper allocation of work in this organisation.

It was a general practice with some of the senior executives of the company to give their private vehicles also for servicing or minor repairs in the workshop on nominal charge. After the introduction of the daily work card system in the workshop, many of the executives felt that they were being overcharged. There was a rumour that some of them complained to the Administrative Manager about this. In September 1983, Mr. Menon was called for a meeting by the Administrative Manager. He had not met him since he joined. He thought this would be a good opportunity for discussing with him various matters relating to his job and some of his ideas about reorganising the department. However, when he met the Administrative Manager, he was informed to his utter surprise that his service would be terminated before the completion of the probationary period. He was shocked and enquired as to the reason for this decision. He was told, that he was not capable of meeting the technical requirements of his job and there was no improvement in the upkeep of the vehicles. Mr. Menon pleaded, that he had very little time to show improvements. As regards, the technicalities of the job he was fully competent to tackle any problem, he maintained.

Mr. Menon met the General Manager (Personnel) of the company, Mr. Chandra, and apprised him of the situation. Mr. Chandra was well-known for his fair dealings and professional approach. He promised to look into the matter. However, after a week Mr. Menon received the termination notice.

He met the Managing Director of the company and contended that he was being given

an unfair deal. The company had ample means of judging his technical competence at the time of selection. He had a Diploma in Automobile Engineering and had also gone through an elaborate written test, a preliminary and a final interview at the time of selection, which would have established his level of competence. He was prepared to present himself for assessment by any competent panel. He requested the Managing Director, to revert the termination decision in the light of these facts. He also pleaded that the unexpected termination would seriously affect his career and family life.

However, notwithstanding his plea, Mr. Menons's services were terminated in the second week of October, 1983.

#### Questions :

- (a) What went wrong in the maintenance department ?
  - (b) Who is responsible for this incident ? Was the selection panel incompetent ?
  - (c) Why did Mr. Chandra, known for his fairness, not intervene ?
  - (d) Is it legally and morally right for a company to terminate the services of a probationer without assigning any valid reason ?
-

## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2015

01390

### 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.  
Each question carries 20 marks.
  - (iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. Define and describe the concept of HRM in the context of today's business organisations. Briefly discuss various objectives and supporting functions of HRM. Explain with the help of relevant examples.
2. What are the objectives, purpose and limitations of Selection Tests ? Briefly discuss various types of Selection Tests and their applicability in the organisations. Cite relevant examples.
3. What are the goals and objectives of Performance Appraisal ? Briefly describe salient features, and conditions for effective Performance Counselling. Explain with examples.

4. Define and discuss the objectives and functions of Trade Unions. Briefly describe the Theories of Trade Unions.
5. Write short notes on **any three** of the following :
  - (a) Fringe Benefits
  - (b) Industrial Democracy
  - (c) Reward Management
  - (d) Workers' Participation in Management
  - (e) Assessment Centres

### SECTION - B

6. Read the following case carefully and answer the questions given at the end :

The eleven workers whose annual increments were stopped made a representation to the management of YES Limited that the action taken was not justified and that they wanted to know what was their fault. The management which acted upon the recommendation of the department head concerned, Mr. Rai, felt guilty because such an action was taken for the first time in the history of the company.

YES Limited was a large paper manufacturing company in South India. The major departments of the factory were :

- (a) Chemical processing : The raw material was mixed with certain chemicals for making pulp.
- (b) Pulp department : Pulp was mixed with other ingredients according to specifications for each order of paper.

- (c) Paper machine department : This was the heart of the factory where processed pulp was fed into the paper machines. Act first, a wet weak paper was formed which was subsequently dried and rolled.
- (d) Finishing department : The paper rolls were then moved to the processing department where the required coating was given.
- (e) Grading, winding and packing departments.
- (f) Quality control department.

Twenty eight workers worked in the paper machine department in four groups – each group attending one machine. The nature of the work on each machine was such that all the seven workers had to work in cooperation. Because no individual tasks could be specified, the group was made responsible for the work turned out by them. All the workers working in the paper machine department had been with the company for over ten years.

The company did not have any incentive wage system for any class of its employees. They were all given straight salaries with normal annual increments. The annual increments were sanctioned each year in a routine way. It was the policy of the company that the increments should not be stopped unless the department head concerned recommended such an action.

Mr. Rai was placed in charge of the paper machine department a year ago. Though Mr. Rai was a newcomer in the organisation, he proved himself to be a very competent man. The management noted that he was very aggressive

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and enthusiastic and that he knew his job well. At the end of the year when increments were due to be sanctioned, he recommended to the management that the increments due to eleven men in his department should be stopped, for, in his opinion they were lazy and inefficient. The eleven men concerned belonged to all the four groups operating in the department.

The management, though puzzled about the action recommended by Mr. Rai, acted upon it and stopped the increments due to the eleven men concerned. The management were aware that such an action was the first of its kind in the history of the company. Most of the employees were with the company for a fairly long period and there was never an instance of strained relations between the management and the employees.

Soon after the action was taken, the eleven employees concerned made a representation to the management requesting them to let them know what was wrong with their work as to warrant stopping of their increments. The management were in a fix because they did not have specific reasons to give except Mr. Rai's report in which he simply mentioned that the eleven men concerned were "lazy and inefficient".

The management were naturally concerned about the representation and therefore, they tried to ascertain from Mr. Rai the detailed circumstances under which he recommended the stoppage of increments. When Mr. Rai could not pin-point the reasons, the management suspected that Mr. Rai's recommendation was based on his "impressions" rather than on facts. They,

therefore, advised Mr. Rai to maintain a register from then on noting the details of day to day incidents of "lazy and inefficient" workers and obtain the signatures of the workers concerned. Mr. Rai was to make the final appraisal of each worker in his department on the basis of this register and recommend each case giving specific reasons why increments should be stopped.

Mr. Rai started maintaining a register as suggested by the management; but he found it difficult to report satisfactorily any case of laziness or inefficiency for want of specific reasons.

The management were convinced that their action of stopping increments of eleven men on the strength of Mr. Rai's report was not a proper one. They realised that no similar action in future would be taken based on inadequate information. But, they were wondering whether the suggestion made to Mr. Rai was the proper course of action to prevent occurrence of similar situations.

**Questions :**

- (a) Identify and discuss the core issue in the case.
  - (b) How do you see the action of the management of the company in implementing the recommendations of Mr. Rai, considering them as a sound appraisal and reporting system ?
  - (c) How would you view the action of Mr. Rai, if you were the M.D. of the company ?
  - (d) Do you think the reward system of the company needs to be reviewed ?
-

No. of Printed Pages : 4

MS-002

## MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

### MS-002 : 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 and each question carries 20 marks.
  - (iii) Section-B is compulsory and carries 40 marks.

#### SECTION - A

1. Discuss evolution and importance of human resource management. What is the role of HRM in changing environmental scenario ? Explain with suitable examples.
2. Outline the steps involved in selection process. "Tests often do not reflect an individual's true ability." Give your comments on this statement.
3. What is worker's participation in management ? Discuss the factors responsible for its success.
4. Discuss and evaluate the status and techniques of training in organisations. Cite suitable examples.

5. Write short notes on **any three** of the following :
- (a) Induction programme
  - (b) Executive compensation
  - (c) Red hot stove rule
  - (d) Morale
  - (e) Potential appraisal

## 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."



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No. of Printed Pages : 4

MS-002

02611

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

### MS-002 : 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 and each question carries 20 marks.*  
(iii) *Section-B is compulsory and carries 40 marks.*
- 

#### SECTION - A

1. Define human resource management and discuss its scope. Cite suitable examples.
2. Evaluate the importance of performance appraisal in an organisation. Compare any two methods of performance appraisal and their merits and demerits.
3. What is human resource planning ? Discuss the process of human resource planning with the help of examples.
4. Define Human Resource Development (HRD). Discuss the principles of designing HRD system for an organisation. Illustrate.

5. Write short notes on **any three** of the following :
- (a) Quality circle
  - (b) Succession planning
  - (c) Mentoring
  - (d) HR audit
  - (e) Employee stock option plan

### SECTION - B

6. Please read the following two cases and answer the questions given at the end of each.

**(A) "DELTA PRODUCTS"**

Delta Products is a company manufacturing under one shed number of products requiring for Housing and Building Construction Industry. The products include hardware like door knobs, hinges, locks, tower bolts sanitary fittings and floor tiles. All requirements of housing and building construction industry are manufactured in different departments at its Bhopal plant. The company wishes to produce and market top grade products. Mr. Chakravarty, the Director of Operations has been on foreign tour for over three months to see the manufacturing facilities at different plants world over. Mr. Chakravarty's goal is to give to the industry, world class quality product at competitive rates and prices. His ambition is to make DELTA the class one producer in this activity in India. Mr. Chakravarty is a highly qualified technocrat with excellent background of engineering, general and marketing management. He had however limited exposure to Human Resources Management. You are hired as Manager of

Human Resources. The supporting team of highly qualified engineers, purchase managers and marketing managers are young and almost all of them are in the age group of 25 to 28 and very enthusiastic. They are excellent as individuals but lack the team spirit and work very hard to excel in their respective specialised knowledge. Many problems have come up for lack of communication, coordination, quality management and delivery schedules. The plant maintenance is below average. The inventories are high and the industrial relations poor as none of the managers had any exposure of this subject.

You are required to make a comprehensive Management Development Programme for Managers and Assistant Managers.

**Questions :**

- (a) How will you test the existing level of skills, attitudes and team spirit of the managers ?
- (b) What methods of developmental training would you like to use and why ?

**(B) "AMBER PHARMACEUTICALS"**

In a pharma company manufacturing and marketing drugs and medicines, the research staff has developed a number of new products and formulations which are effective. But at the same time it has to meet severe competition from stalwarts with foreign collaboration. Mr. Shah, the Vice President Marketing has a very successful Pharma Marketing background. He has

been with the company for the past 4 years. Mr. Shah had made ambitious plans for capturing sizeable share of market in the Gujarat State. The company being medium sized, Mr. Shah had kept his marketing department and the marketing team lean and trim. The field sales staff was given aggressive targets and were virtually pushed to reach the respective targets. The field staff worked to their best abilities to complete their respective targets. Mr. Shah had himself been working hard almost 11-12 hours a day. There was no formal appraisal and reward system in the company. During last 5 years more than 60 Medical Representatives and the Area Supervisors had left the company due to unsatisfactory increments and promotions. Those who left the company were star workers. But Mr. Shah did not care for this high turnover. He was over confident that he would be able to hire freshers and also select candidates who were not happy with their remuneration in their respective company. Mr. Shah had never communicated to the field sales staff about their performance or reasons for not recognising their outstanding performance in a few cases. There was on the whole a great dissatisfaction and good performers were leaving the company.

**Questions :**

- (a) What do you perceive as the basic problem in 'AMBER' ?
  - (b) What are the steps you will take serially to correct the situation ?
-

## MANAGEMENT PROGRAMME (MP)

### Term-End Examination

December, 2017 04676

### MS-002 : 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) Attempt any three questions from Section-A and all questions carry equal marks i.e. 20.  
(iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. What is HRM ? Describe the emerging scenario of HRM in Indian context and the associated challenges.
2. Distinguish between job description and job specification. Discuss any two methods of evaluating functional job analysis citing examples.
3. What are the objectives and benefits of performance appraisal ? Discuss any two methods of performance appraisal.
4. Discuss the principles in designing HRD system with suitable examples.
5. Discuss compensation administration and its determinants. Explain the present compensation trends in India.

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

A global company with its headquarters in the United States and business divisions all over the world is very people oriented, and the parent company is keen to implement as many global processes as possible, with customization to meet country- and business-specific needs. There is, for example, a global performance and development planning scheme (appraisal) which occurs annually at the same time across the branches worldwide. Other processes have local (country and division) components. The aim is to make management processes as easy as possible; most of the support material and process tracking is available online. Across the board, the responsibility for managing and developing staff is very much vested in local managers : the HR departments do not have a 'policing' role. All activity is based on objectives (organizational and divisional objectives cascaded down the management to individuals). Individuals are also responsible for their own development as much as their managers are and there is a wide range of internal and external development opportunities for those who want them (where they are relevant to the job).

The company's induction practice in the UK is about to change, partly due to feedback from staff about induction and partly through a need to communicate coherently at the organisational (global) level following a merger. Induction has three tiers. There is a global, online, Web-based induction programme for all employees, which is just about to be released following a period of

induction. This has four elements: company strategies, structures and processes, values and behaviour, reward, and other 'individual' issues. At the country (UK) level, a new induction day has also started recently. This is particularly in response to staff feedback. Although new starters understood their role and place in the local organisation, they were less clear about how the different UK businesses fitted together and how their role contributed to the UK-wide business as a whole. New induction day is observed every 2-3 months to bring together new recruits from across the country along with the UK Director and Senior Managers from the range of UK businesses. It is called a Business and Networking Orientation Event. An interesting component is the 'interview' : new recruits divide into small groups, each of which interviews one of the senior managers and then provides feedback to the rest (in front of the managers) regarding what they have learned from the interview. There is also a quiz (unchecked) that aims to reinforce some of the learning from the day.

At the local level, each manager has a checklist (available through the company intranet) which they are prompted to use as soon as an appointment has been accepted. The recruitment and induction processes are therefore linked. The checklist highlights things to do before the new recruit arrives, such as ordering equipment, setting up voicemail, what to do on the first day and subsequently. This includes booking new staff on the local health and safety induction, which is the only part of the local induction not conducted by the managers. New starters are also sent an

email confirming their automatic booking on the UK induction and highlighting things they must do as in the first few weeks. It is very much the manager's responsibility to make sure that induction is done effectively. There is no central policing of whether the checklist is being complied with. There is a very strong philosophy in the company that staff are managers' responsibility. HR will check attendance at the UK induction (but there is no check on effectiveness). This is expected to come through in performance monitoring processes (the performance planning process). Managers will set objectives for new staff usually for a six month period, with regular reviews. Any issues arising from an ineffective induction should be highlighted as part of this. Any senior manager can see the performance plans and ratings of the managers and staff in their divisions.

There is no probation process as such, but short-term objectives are set for the new staff, which are fed into regular reviews and the annual performance planning process at the same time across the entire organization. The scheme is objective-oriented and results in a 'rating' which indicates to managers what salary increase might be applicable for the staff. The system is automated, so that the previous year's objectives and development actions are brought forward for review. If no progress has been made, the manager has to explain this. Development actions in particular are the responsibility of both the manager and the employee. Training or development needs identified are taken forward within the context of company-wide training and development programmes.

There are core programmes, many of which are delivered over the Web, and specific business-related programmes, which are available for all staff and supported by the central budget. Any job-specific needs not covered by core programmes are met by courses or other activities paid for from the manager's budget. The company uses a system of 'job families' with a guide to the development needed for each : there is an expectation (but no compulsion) that employees will undertake the recommended training or development prior to moving up to a new level. Again, feedback and evaluation on the effectiveness of the performance planning process is left to individuals and managers rather than being part of any centrally driven activity. There is an employee comments section on each appraisal form, which is recorded. An open door policy is also followed, allowing any member of staff to refer to a senior manager if they are dissatisfied. Many of the Web-based programmes have been initiated by staff who have highlighted gaps in their own and their teams' knowledge or understanding.

Although a global company with global processes, the company's philosophy is very much one of management responsibility for people and people development. Supporting frameworks, materials and processes are available - largely accessible via the company intranet - and are expected to be used. Trust must play a significant part. The online induction is interesting and it would be good to revisit this in a few months to see what, if any, feedback there has been on its success. Similarly, the 'interview' component of the UK-wide induction is worth noting, particularly the commitment that this requires

Download More:- <https://www.ignouassignmentguru.com/papers> from senior managers to attend and participate effectively. What is most interesting is that, whilst many apparently robust processes exist to support people management, it is the bottom line that is evaluated and measured (i.e., the success of the business and how well people meet their objectives and contribute to business success) rather than the processes themselves; implementation of processes may sometimes become an end in itself in other organisations. Finally, the company does not have any external accreditations for people management and does not follow any external quality frameworks such as Investors in People or EFQM, at least in the UK.

**Questions :**

- (a) Critically examine the induction process and its role in placement of employees.
  - (b) Do you think the three-tier induction would be enough for successful placement of employees ?
  - (c) Can the localization of placement be improved ? If so, how ?
  - (d) Does the performance planning have a role in placement ?
  - (e) Critically examine the individualization of performance planning vis-à-vis centralization and its effectiveness in an organization.
-

No. of Printed Pages : 5

MS-002

## MANAGEMENT PROGRAMME

Term-End Examination

June, 2018

05530

### MS-002 : 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) Attempt any three questions from Section-A and all questions carry equal marks i.e. 20.  
(iii) Section-B is compulsory and carries 40 marks.
- 

#### SECTION - A

1. What is the scope of HRM ? Describe the different perspectives of HRM.
2. Write a comprehensive note on HR Audit and its process with the help of suitable illustration.
3. Explain the process of managerial coaching. Enlist the conditions for effective coaching.
4. Distinguish a team from group. Identify different stages of team development.
5. What is trade union and what are its objectives ? Write a descriptive note on growth of trade union movement in India.

## SECTION - B

6. Read the cases given below and answer the questions given at the end :

- (a) Mr. Nand Kishore has been working with the Frontline Confectioners Ltd., popularly known as Biscuit and Chocolate company for the last 10 years. The company had started with small business covering two main places in Maharashtra. It acquired new machinery and know-how and expanded considerably during the last three years. Mr. Nand Kishore has contributed a lot to the company as the Chief Sales Supervisor and now company has retail outlets in all the cities of Maharashtra.

Last year, the top management of the company created a new post of Market Research Officer under the Marketing Manager. The market research officer had to devise new sales promotion methods and study the behaviour of consumers.

Mr. Nand Kishore who had obtained a Diploma in Business Management was recommended for the above job.

Mr. Nand Kishore was happy to be promoted as Marketing Research Officer, but missed his old job where he had control over a strong salesforce of about 150 person. The new job has only desk work and not travelling. After a week, he submitted a report to the Marketing Manager who told him that he will have to learn much more about report writing to succeed in the new job.

Mr. Nand Kishore thought that he would be better off in his old job. If he tells this to the management he might be considered a failure. Therefore, he kept quiet.

**Questions :**

- (1) Analyse the problem in the above case.
- (2) As Human Resource Manager, what advice would you offer to the Marketing Manager and Mr. Nand Kishore ?

(b)

A few years ago, the top executives of a well-managed Government company decided to organise an early *Management Awareness Programme* for the first line supervisors. This company had long been in the forefront of human resource development and was quite ready to listen to the advice of management specialists concerning this subject. They surveyed their own experience only to find that many young people, professionally trained, were leaving the company for private employment, where the rewards were thought to be greater. This left the company with something less than the best qualified and dynamic supervisors.

A career development programme was carefully worked out. The development of the candidates comprised :

- (1) a week of formal supervisory training ;
- (2) assignment to an establishment supervisor who would act as a teacher and guide, advising the candidate on a course of reading and enrolment in college courses wherever available, discussing the theory and practice of management with the candidate and evaluating his or her progress ;
- (3) work on task-force assignments as available and appropriate. Frequently, candidates were appointed to supervisory positions before they finished their programmes ; if not, they would either stay within the programme until assigned or resign from it to resume a technical career.

Several advantages emerged from this programme. The candidates were pleased that their careers were a matter of interest and concern to the higher level executives. The candidates could more easily bring themselves to the attention of their superiors; the company was provided with a group of youthful candidates for supervision. The brain drain from the company almost stopped. Gradually more vigour in management levels became evident and young men and women could establish a broader base of experience from which to decide whether they really wanted to be managers.

Certain disadvantages also became apparent. Many good candidates failed to apply for the program because they were not sure of their own career objectives, they did not want to move away from the places where they were originally domiciled or they felt too busy to undergo the training described (it was in addition to their full-time positions). Some complained of inadequate counselling, and many who failed to apply were later disgruntled when they found themselves no longer among the candidates for supervisory appointments.

The company is now in a mood to reassess its experience with the programme.

**Questions :**

- (1) Discuss the characteristics emerging point of this training programme.
- (2) What improvements do you suggest ?

No. of Printed Pages : 6

MS-002

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**December, 2018**

**00204**

**MS-002 : MANAGEMENT OF HUMAN  
RESOURCES**

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage 70%)*

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*Note : (i) Attempt any three questions from Section-A.*

*All questions carry 20 marks.*

*(ii) Section-B is compulsory and carries 40 marks.*

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**SECTION - A**

1. Briefly trace the evolution of HRM and highlight the Components.
2. Discuss the salient features of job analysis. Explain any two methods of job analysis with the help of suitable examples.
3. Write a comprehensive note on HR information system and its applicability citing relevant examples.
4. What is performance coaching and discuss it's phases.
5. Narrate the growth of trade unions in India.

## SECTION - B

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

Hara Food Products Company, which was founded in 1955 to manufacture grocery and other food products, had in the course of years grown into a vast enterprise having offices and branches in almost all the important cities of the country. Its annual sales amounted to about ₹ 50 to 60 lakhs a year.

The Company's Head Office and factory were situated at Calcutta. Its products were distributed through five zonal sales offices which directed 25 district sales offices throughout the country.

The administrative responsibility of each zonal office was borne by a manager whose duty was to promote sales in his zone. He was advised and instructed by the Head Office from time to time.

Under the control of each Zonal Manager, there were four functional heads, viz., Personnel Manager, Accounts Manager, Sales Manager and Office Manager. These executives advised and assisted the Zonal Manager on various functions relating to the zonal administration. Each functional head enjoyed sufficient freedom and independence in respect of his work.

On matters relating to sales, the Zonal Manager received advice from Sales Manager. The latter often formulated policies, plans and schedules for sales operations and submitted his views on all the matters concerning sales to the Zonal Manager. Many a times, he also issued orders and instructions to the District Sales Managers but all these were routed through the

Zonal Manager. Ordinarily all his views and advice were accepted and approved by the Zonal Manager.

The Sales Manager was assisted in his work by three product managers, who were considered to be experts in their respective fields. Their duty was to travel with the sales supervisors of various districts and study the market for the company's products, survey the competitive position of the company's products ; study dealer and consumer reactions, trend in sales, etc., and advise the district sales supervisors from time to time regarding the steps to be taken for promoting sales in the districts. Every month each one of them submitted a report on the sales activities of the company to the Sales Manager. The relationship between the Product Manager and the Sales Manager is the same as that between the Zonal Manager and the Sales Manager.

Directly responsible to the Zonal Manager were five District Sales Manager besides the four functional heads. Each District Sales Manager was responsible for sales in his territory. In promoting the sales of the company, each District Manager was assisted by five sales supervisors besides several salesmen. The duties and functions of the District Sales Manager were to :

- (1) Select, train and supervise his sales supervisors and salesmen in consultation with the Zonal Manager ;
- (2) Make a study of the nature of consumer demand, changing markets existing stocks and formulate sales campaigns and promotional methods ;
- (3) Fix up targets of sales to be attained in his territory from time to time ;

- (4) Formulate credit policies to be followed in consultation with the Zonal Manager ;
- (5) Develop better team work among the sales supervisors and salesmen ;
- (6) See that the customers are satisfied with the company's services ; and
- (7) Do such other functions and duties as might be assigned to him from time to time by the Zonal Manager.

Every month each District Sales Manager submitted a detailed report on the sales activities of the company in his district, to the Zonal Manager. Ordinarily these reports were passed on to the Sales Manager for necessary action to be taken with respect to each district.

On the morning of June 6, 1981, the following conversation took place over phone between Mr. Raju the Sales Manager at the South Zonal Office and Mr. Hari one of the District Managers in the Zone.

*Hari* : "I wish to bring to your notice an important matter that needs your urgent consideration ..... The Product Managers are interfering too much with the sales activities of my district. I receive frequent complaints from the supervisors that they are not able to carry out my instructions due to unnecessary interference from these people. If this state of affairs continues it would be very difficult to maintain our sales. The morale of the supervisors would be seriously affected. I will not be responsible if sales go down this year in our area on this account. You must take some steps to see that the relationship between the line and staff is maintained on good terms".

Raju : "Mr. Hari, you need not worry. I shall call the Product Managers and see that they maintain proper relationship with you ....."

Next day Mr. Raju called all the Product Managers and after discussing routine matters, he said, "I was told by Mr. Hari that his sales supervisors are complaining that you are interfering with their activities. Definitely you are all expected to advise them on the steps to be taken for increasing sales. But at the same time please remember that you have to play only an advisory role. While advising these people you must also see that the line authority is respected....."

The product Managers did not say anything.

In the subsequent months Mr. Raju did not receive any complaint from the District Office. But in the first week of October, while scrutinising the sales progress reports of the various districts for the previous quarter, the Zonal Manager found an unusual decline in sales in the District which was under the supervision of Mr. Hari.

The Zonal Manager called Mr. Hari and asked him why there was so much decline in sales in his territory while all the other districts showed very good progress.

Hari replied "..... during the past three months the Product Managers did not seem to have advised our men properly. In fact, they never cared to advice the supervisors on the recent changes and the latest trends in the market. They seem to be unwilling to co-operate with our men to maintain sales.

When asked about this by the Zonal Manager, one of the Product Managers said, "We used to give advice to this district office also as we usually do with other district offices. On a

complaint, seems from Mr. Hari, we had been told by Mr. Raju that we were exceeding our authority and unnecessarily interfering with the activities in the district. We had been asked to restrain ourselves. The District Manager takes advice directly from the Zonal Sales Manager. We have got nothing to do in this matter ....”

**Questions :**

- (a) What is the core issue in the case ?
- (b) Analyse the causes which led to the problem.
- (c) As a member of the management team, what would you do to solve the problem immediately ?
- (d) Suggest a suitable organisation structure and HRD system for this company so that such problems do not occur in future.



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No. of Printed Pages : 8

MS-2

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2019**

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

*Time : 3 Hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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*Note : Attempt any three questions from Section A.*

*Each question carries 20 marks. Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Discuss the process of selection and elaborate with examples.
2. Discuss the process of career planning with illustration.
3. Describe the principles in designing HRD system with examples.
4. Briefly explain the major components of industrial wage structure of India and highlight the recent developments.

(A-14) P. T. O.

5. Explain the steps in grievance handling procedure with a suitable illustration.

**Section—B**

6. Read the following case carefully and answer the questions given at the end :

The National Transport Corporation (hereafter referred to as NTC), a leading transport organization with a fleet strength of 200 vehicles is engaged in Parcel Service in South India. The NTC has its head-quarters at Madras, and has branches in important locations in Tamil Nadu and other southern states.

Madhavan, a loadman of NTC at Salem was transferred from Salem to Madura, for long absence from work in the beginning of 1995, though the Corporation could have discharged him from service for long absence without permission for a period of two months. The Branch Manager of Salem NTC requested the Head of the Human Resources Division to transfer the employee to another location to enable the employee to correct himself in future. Madhavan has been in NTC from the beginning of 1992.

Madhavan reported for duty at Madura, and again after six months started absenting from work as before. The Branch Manager of Madura counselled him several times, but Madhavan did not show any real change in his attitude. A written warning was given to him in October, 1955. He again absented himself from duty for ten days from 17 December, 1995 and after joining duty, he was again absent for 20 days which led to initiation of disciplinary action.

At the departmental enquiry held in February, 1996 the delinquent employee pleaded that he was suffering from jaundice and that he rushed to his village near Salem for taking Ayurvedic treatment and rest. No medical certificate was produced. He admitted mistake in not applying for leave, and requested for mercy. Based on the admission of the misconduct, the enquiry officer gave the findings that he was guilty. The Branch Manager, Madura, was informed about the findings. He recommended dismissal of Madhavan.

The Chief Executive of NTC, the final authority however again directed a transfer to Madura, rather than passing an order of dismissal. This was done to enable the employee to correct himself.

After issue of orders, the delinquent approached the Chief Executive of NTC and requested for mercy. The Chief Executive was not in favour of changing the order of transfer. He however referred the matter to the Manager of the Human Resources Division for proper disposal.

The Manager HRD, called Madhavan and asked for the reasons for absence. He asked the delinquent how the company would tolerate such absenteeism. Madhavan was asked why he failed to produce medical certificates, if he was really sick ? Was he not given an opportunity twice to correct himself, once by Branch Manager, Salem and later by Branch Manager, Madura ? Madhavan had no answer to these questions. He, however requested the Manager to give him one last chance. He had no complaints against the Branch Managers. The HRD Manager assured support to him if his version was convincing. Madhavan then narrated his family background.

### **Madhavan's Family Background**

He was born to Gundappan and Palaniammal. He had two elder sisters, four elder brothers and another younger to him. His sisters and two brothers were living separately after

marriage. He got the job as a loadman in NTC in 1992 at Salem through his brother-in-law, another senior loadman at NTC. Another unmarried brother of his, aged 33 was employed in a hotel and was living separately. He was living with his parents, a disabled brother aged 35 and his younger brother at Kamandapatti (Please refer Annexure A) till the end of 1994 in the family house. He was the bread winner of the family.

Madhavan was now living at Omalur, with his wife Madhavi aged 22. Madhavi's tale was a tragic one. A native of Taramangalam, 10 kms, from Omalur, her father was in the military and was no more. She was married in 1993 to her father's sister's son Gopal. However, she was ill-treated by both her in-laws and her husband and deprived of her ornaments. Disillusioned, she applied for a divorce and got an alimony of ₹ 2,000. This helped her to establish a small grocery shop at Omalur settling down with her sister's family.

Here Madhavan developed intimacy with Madhavi much to the dislike of her sister, and another Gunapalan, a person known to Madhavan. Gunapalan wanted to marry Madhavi. But Madhavi had no interest in him.

Gunapalan in this background posed serious problems to Madhavi especially after Madhavan's transfer to Madura. Gunapalan was determined to win her hand. He told her twice that she will have to forget Madhavan, or else she will have to blame herself for the consequences. Threats followed.

Madhvan got a letter from Madhavi asking for protection. She had antagonised Gunapalan and could not completely rely on her married sister. They should marry—she wrote to him. Madhavan reached Omalur to see that Madhavi's shop was burgled by unknown persons. There was a rumour in the air that Gunapalan was behind everything.

Madhavan decided to marry Madhavi. He married her at the Madhura Temple and later went on a pilgrimage for a fortnight. He however did not inform the NTC officials about his marriage. He never applied for leave as well during the marriage on 6 January, 1996. What followed was the disciplinary action against Madhavan and his plea against transfer.

### **The HRD Manager's Decision**

Madhavan gave a definite undertaking to the Manager that he would be diligent in the work in future and that the Management may

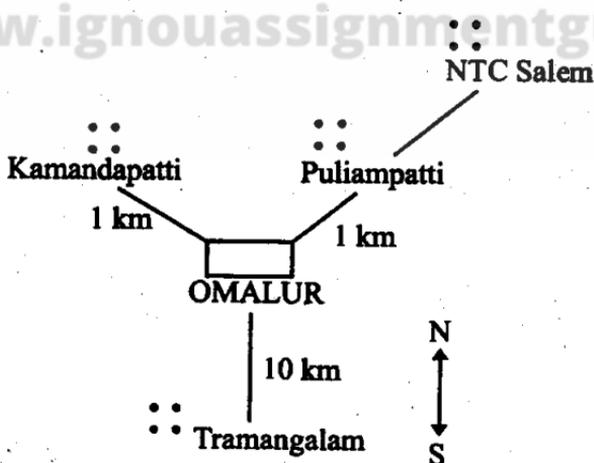
MS-2

terminate his services upon any complaint in future.

The Manager (HRD) contacted the Branch Managers of Madura and Salem and took them into confidence. The family background was fully explained to both the Branch Managers. It transpired that Madhavan had never explained his problems to either of them. Both Managers agreed to abide by the decision of the Manager (HRD) to help Madhavan. Both promised to counsel Madhavan as well if he were posted either at Madura or Salem.

The Manager (HRD) taking into account his family background passed an order transferring Madhavan to Salem.

Annexure A : Location Chart



Annexure B : Provisions in the standing orders

**Habitual absence without leave or absence without leave for more than 10 days :**

**Punishment**—An employee who is found guilty of a misconduct may be punished as provided herein, depending upon the gravity of the misconduct committed by the employee.

- (a) Fine, up to 2% of monthly salary
- (b) Warning
- (c) Demotion
- (d) Stoppage of increment
- (e) Suspension for 30 days
- (f) Discharge or dismissal.

The management has the right to transfer employees from one branch to another, from head office to branches and vice versa for exigencies of service.

**Questions :**

- (i) Explain the main issues of the case from HR perspective.
- (ii) What kind of intervention do you suggest ?

No. of Printed Pages : 12

**MS-2**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**December, 2019**

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

*Time : 3 Hours*

*Maximum Marks : 100*

*Weightage : 70%*

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*Note : Attempt any **three** questions from Section A.*

*Each question carries 20 marks. Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Define Human Resource Management (HRM) and distinguish it from the traditional Personnel Management. Enlist the HRM functions and highlight the new roles of HR managers.
2. Explain the concept of role and organizational socialization. Suggest methods to improve the socialization process in any organization.

3. What are the principles in designing an HRD system ? Write an overview of changing boundaries of HRD.
4. Discuss the concept of 'competency mapping'. Explain any *two* methods of competency mapping citing their strengths and weaknesses.
5. What are the causes and effects of grievance in any organization ? Outline the features of grievance handling procedure and the steps involved in it.

#### Section—B

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

Modern Industries Ltd. (MIL) in Bangalore is an automobile ancillary industry. It has turnover of ₹ 100 crores. It employs around 4000 persons.

The company is professionally managed. The management team is headed by a dynamic Managing Director. He expects performance of high order at every level. It is more so at the

Supervisory and Management levels. Normally the people of high calibre are selected through open advertisements to meet the human resource requirements at higher levels. However, junior-level vacancies are filled up by different types of trainees who undergo training in the company.

The company offers one-year training scheme for fresh engineering graduates. During the first six months of the training, the trainees are exposed to different functional areas which is considered to be the core training for this category of trainees. By then, the trainees are identified for placement against the available or projected vacancies. Their further training in the next quarter is planned according to individual placement requirements. During the last quarter, the training will be on-the-job. The trainee is required to perform the jobs expected of him after he is placed there. The training scheme is broadly structured mainly keeping in

mind the training requirements of mechanical engineering graduates.

Mr. Rakesh Sharma joined the company in the year 1983 after his B. Tech. degree in Paint Technology from a reputed institute. He was taken as a trainee against a projected vacancy in the paints application department. In MIL, the areas of interest for a trainee in Paint Technology are few. Hence, Mr. Sharma's core training was planned for the first 3 months only. Thereafter, he was put for on-the-job training in the paints application department. He took interest and showed enthusiasm in his work there. The report from the shop manager was quite satisfactory.

The performance of the trainee is normally reviewed once at the end of every quarter. The Training Manager personally talks to the trainee about his progress, strengths and shortcomings. At the end of the second quarter, the Training Manager called Mr. Sharma for his performance review. He appreciated his

good performance and told him to keep it up. A month later Mr. Sharma met the Training Manager. He requested that his training period be curtailed to 7 months only and to absorb him as an Engineer. He argued that he had been performing like a regular employee in the department for the last one quarter. As such, there was no justification for him to be put on training anymore. Further, he indicated that by doing so, he could be more effective in the department as a regular engineer. He would also gain seniority as well as some monetary benefits as the trainees were eligible for a stipend only. The regular employees were eligible for many allowances like conveyance, dearness, house rent, education, etc. which was a substantial amount as compared to the stipend paid to a trainee.

The Training Manager turned down his request and informed him that it was not a practice of the company to do so. He told him that any good performance or contribution made by the

trainees during the training period would be duly rewarded at the time of placement on completion of one year of training. Further, he told him that it would set a wrong precedence. Quite often, some trainees were put on-the-job much earlier than the normal period of three quarters for several reasons.

Thereafter, Mr. Sharma's behaviour in the department became different. His changed attitude did not receive any attention in the initial period. However, by the end of the third quarter, his behaviour had become erratic and

unacceptable. When he was asked by the Department Manager to attend to a particular task, he replied that he was still on training and such task shouldn't be assigned to a trainee. According to him, those jobs were meant to be attended by full-time employees and not by trainees.

The Paintshop Manager complained to the Training Manager about Mr. Sharma's behaviour and he was summoned by the Training Manager. During the discussions, Mr. Sharma complained that while all the remaining trainees were having a comfortable time as trainees, he was the only one who put to a lot of stress and strain; the department was expecting too much from him. He felt that he should be duly rewarded for such hard work, otherwise, it was not appropriate to expect similar work output from him.

The Training Manager tried to convince him again that he shouldn't harp on rewards as he was a trainee; his sole concern should be to learn as much as possible and to improve his abilities. He should have a long-term perspective rather than such a narrow-minded

approach. He also informed him that his good performance would be taken into account when the right occasion arose. He warned him that he was exhibiting negative attitude for which he would be viewed seriously. His demand for earlier placement was illogical and he should forget it as he had already completed 8 months and had to wait only for 4 months. He advised Mr. Sharma that the career of an individual had to be seen on a long-time perspective and that he should not resort to such childish behaviour as it would effect his own career and image in the company.

Mr. Sharma apparently seemed to have been convinced by the assurance given by the Training Manager and remained passive for some time. However, when the feedback was sought after a month, the report stated that he

had become more perverted. He was called again for a counselling session and was given two weeks time to show improvement. At the end of those two weeks, the Training Manager met the Department Manager, to have a discussion about Mr. Sharma. It was found that there was absolutely no reason for Mr. Sharma to nurture a grievance on poor rewards. It was decided that he be given a warning letter as per the practice of the company and, accordingly, he was issued a warning letter.

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This further aggravated the situation rather than bringing about any improvement. He felt offended and retaliated by thoroughly disobeying any instruction given to him. This deteriorated the situation more and the relationship between the manager of the

P. T. O.

department and the trainee was seriously affected.

In cases of rupture of relationship, normally the practice was to shift the trainee from the department where he was not getting along well so that he would be tried in some other department where he could have another lease for striking better rapport. But unfortunately, in the case of Mr. Sharma, there was no other department to which he could be transferred, since that was the only department where his specialisation could have been of proper use. By the time he completed his training, he turned out to be one who was not at all acceptable in the department for placement. His behaviour and involvement were lacking. In view of this, the Department Manager recommended that he be taken out of the department. When Mr.

Sharma was informed about it, he was thoroughly depressed.

One of the primary objectives of the Training Department is to recruit fresh graduates who have good potential and train them to be effective persons, in different departments.

They are taken after a rigorous selection process which includes a written test, a preliminary and a final interview. During the training period, their aptitudes, strengths and weaknesses are identified.

Their placement in departments is decided primarily on the basis of their overall effectiveness there. Here is a case where the person happened to be hard-working in the beginning but turned out to be a failure in the end. The Training Manager was conscious of this serious lapse and was not inclined to

recommend his termination. But at the same time it was difficult to retain a person whose track record was not satisfactory. He still felt that a fresh look be given into this case but he was unable to find a way out. He was now faced with the dilemma whether to terminate or not to terminate Mr. Rakesh Sharma.

**Questions :**

- (a) Where did the things go wrong ?
- (b) What options are open for the Training Manager other than termination of Mr. Sharma ?
- (c) How could you put Mr. Sharma back on the right track ?

No. of Printed Pages : 7

**MS-2**

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2020**

**MS-2 : 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) Attempt any three questions from Section A, each question carrying 20 marks.*

*(iii) Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Discuss the importance and scope of HRM.  
Explain different perspectives on HRM with examples.
2. Explain the concept and process of mobility and separation in organizations with the help of illustration.
3. Define role and distinguish it from position.  
Write a comprehensive note on 'role efficacy' and enumerate its different aspects citing examples.
4. What is HR Audit ? Discuss the process of HR audit with illustrations.
5. Write a comprehensive note on the statutory and voluntary machineries that are available for settling industrial disputes.

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**Section—B**

6. Read the following case and answer the questions given at the end :

Vishal Industries Ltd., is a medium sized engineering factory employing 250 employees. The Factory Manager advised the Personnel Manager of the company to select a right man to fill up the vacancy of a "Time-Keeper". The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them to "Application Blank" for collecting their detailed information. On receipt of Applications and on

further scrutiny, it was observed that two candidates were age-barred, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of three appeared for the interview before the Interview panel consisting of three interviewers. The Panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan.

The personal traits and merits of these two candidates are as follows :

Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable, amicable individual who enjoys mixing

with employees. His verbal skills are average, but he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of payseets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office. He is a good sportsman also and has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task assigned to him. But he is straight-forward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality, above average communication skills, but at times is 'rough' in dealing with people. His clerical and computational skills are excellent. He does not

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MS-2

on his own mix with people or take part in extra curricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted in the regular register on the same day and paysheets must be kept ready on 1st of every month and sent to A/c Department, for checking before 3rd inst. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan is short tempered and at times he also had heated arguments with managerial executives. He limits his existence to his working table and if anybody unconnected with

the time-office work comes near his table, he loses his temper.

**Questions :**

- (a) In terms of overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager ?
- (b) What are the criteria of your decision ?
- (c) In case the other two members of the Interview Panel differ from your decision, how will you convince them ?
- (d) As a Manger-HR, what will you do to improve the interpersonal relations in the organization ?

## MANAGEMENT PROGRAMME

### Term-End Examination

February, 2021

### MS-002 : MANAGEMENT OF HUMAN RESOURCES

*Time : 3 hours*

*Maximum Marks : 100*

*(Weightage : 70%)*

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**Note :** Attempt any **five** questions. All questions carry 20 marks.

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1. Trace the evolution of HRM. Highlight the objectives of HRM and briefly explain various HR functions.
2. What is the purpose and significance of Interview in the process of hiring human resources ? Briefly describe various types of interviews with suitable examples.
3. Describe the process of Performance Appraisal. Discuss any two methods of appraisal and their advantages and disadvantages.
4. Define training and retraining. Discuss how training can be converted into a strategic function. Explain with suitable examples.
5. What are the various forms of trade unions ? Narrate the growth of trade unions in India.

6. What are the determinants of compensation ? How does compensation function contribute to the organisational effectiveness ? Explain with suitable examples.
  
7. Describe the steps and pre-requisites to be followed in grievance handling procedure. Briefly discuss grievance management in Indian industry.
  
8. Write short notes on any *two* of the following :
  - (a) Employers' association
  - (b) Workers' participation in management
  - (c) Indiscipline

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