

Code: BA2T2

PVP 12

I MBA - II Semester - Regular Examinations JULY 2014

HUMAN RESOURCE MANAGEMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1. Answer any FIVE of the following: 5 x 2 = 10 M

- a) How to identify the Training need
- b) Employee welfare
- c) Causes for industrial conflict
- d) Employee retention
- e) Human Resource Planning
- f) Job design
- g) Quality of work life
- h) HRIS

SECTION – B

Answer the following: 5 x 10 = 50 M

2. a) Describe the organization structure of the HR department of an organization with which you are familiar. Briefly explain the status of the HR Manager in that organization.

OR

b) Critically evaluate the challenges of a HR manager in a changing environment.

3. a) Define HR Planning. What factors influence Human Resource Planning?

OR

b) What steps are involved in the preparation of Job analysis?

4. a) Examine the need for training and development.

OR

b) What is performance appraisal? State the various methods of performance appraisal.

5. a) What are fringe benefits? Explain the need and importance of fringe benefits.

OR

b) What is employee compensation? What factors influence the determination of employee compensation?

6. a) Explain in brief the process of collective bargaining and explain the essentials for a good bargaining process.

OR

b) State briefly the weakness of trade unions in India. What should be done to strengthen the trade union movement in the country?

SECTION – C

7. Case Study

1 x 10 = 10 M

Uptron Electronics Ltd., is a pioneering and internationally reputed firm in the Electronics Industry. It is one of the largest firms in the country. It attracted employees from internationally reputed

institutes and industries by offering high salaries, Perks etc. It has advertised for the position of an Electronic Engineer recently. Nearly 150 candidates working in various electronics firms applied for the job. Mr.Sashidhar, an Electronic Engineering Graduate from Indian Institute of Technology with 5 years working experience in small electronic firm was selected from among the 130 candidates who took tests and interview. The Interview Board recommended and enhancement in his salary by Rs.500 more than his present salary at his request. Mr.Sashidhar was very happy to achieve this and he was congratulated by a number of people including his previous employer for his brilliant interview performance and good luck.

Mr.Sashidhar joined uptron Electronics Ltd on 21st January, 1986 with a great enthusiasm. He also found his job to be quite comfortable and a challenging one and he felt it was highly prestigious to work with this company during the formative years of his career. He found his superiors as well as subordinates to be friendly and cooperative. But this climate did not live long. After one year of his service, he slowly learned about a number of unpleasant stories about the company management, the superior subordinate relations, rate of employee turnover, especially at higher level. But he decided to stay on as he promised several things to the management in the interview. He wanted to please and change the attitude of management through his diligent performance, firm commitment and dedication. He started maximizing his contribution and management got the impression

that Mr.Sashidhar has settled down and will remain in the company.

After sometime the superiors started riding over Mr.Sashidhar. He was overloaded with multi various jobs. His freedom in deciding and executing was cut down to size. He was ill-treated or a number of occasions before his subordinates. His colleagues also started assigning their responsibilities to Mr.Sashidhar. Consequently there were imbalances in his family life, social life and organizational life. But he seemed to be clam and contented. Management felt that Mr.Sashidhar had the potential to hear with many more organizational responsibilities.

It is quite surprising to the General Manager to see the resignation letter of Mr.Sashidhar along with a cheque equivalent to a month's salary one fine morning on 18th January, 1988. The General Manager failed to convince Mr.Sashidhar to withdraw his resignation. The General Manager relived him on 25th January, 1988. The General Manager wanted to appoint a committee to go into the matter immediately, but dropped the idea later.

Questions:

1. What prevented the General Manager from appointing a committee?
2. What is wrong with the recruitment policy of the Company?
3. Why did Mr.Sashidhar's resignation surprise the General Manager?