

## 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.