

MBABM / MBAITM

00094

Term-End Examination

December, 2014

MBM-010 : HUMAN RESOURCE MANAGEMENT

Time : 3 hours

Maximum Marks : 100

Note :

- (i) *Section I is compulsory.*
- (ii) *In Section II, answer any **five** questions.*
- (iii) *Assume suitable data wherever required.*
- (iv) *Italicized figures to the right indicate maximum marks.*

SECTION I

1. Case Analysis :

Read the following case and answer the questions that follow :

Twenty-five retail sales clerk trainees were learning how to operate the company's electronic

sales register system. The trainees each stood in front of a sales register that was actually an older model sales register refitted to serve as a training device. On a screen facing each trainee, a video depicted a customer waiting to make a purchase. On the counter, in front of the trainee, the items this customer wanted to purchase were automatically brought forward on a conveyor belt. The trainees entered specific keystrokes to activate the register for a new sale, picked up each item and scanned it into the register. When all were entered, the trainee entered more keystrokes to total the sale. When the sale was totalled, the conveyor brought forward cash, a check or a credit card, simulating the customers' payment choice. The trainee entered different keystrokes denoting a cheque, credit or cash sale. If the cash was used, the cash drawer opened. The clerk was to deposit the customer's payment and remove the correct amount of change, if any. Credit cards were scanned and automatically debited for the total of the purchase. Payment by credit card or cheque also required the customer's identification to be documented. Once payment was received, any change and the receipt were to be given to the customer. It was simulated by

placing it in a bin on the counter. The purchased items were then bagged and given to the customer (again placed in the bin).

This simulation might be fairly good. Unfortunately, when the trainees were placed at the real registers the next day, things were quite different from their training experiences. First, the registers they used were a newer model than those used in training, so some of the keys were in different places. Second, people were standing impatiently in line. Some wanted to purchase items and the others needed help with the merchandise or wanted to know the location of items in the store. The clerks could not concentrate only on working the register; they also had to interact with the customers. The scanner wouldn't read some customers' credit cards. Some customers argued about the price of items, insisting it was on sale for a lower price, while the scanner indicated a higher price. Some customers had their items totalled up and then decided they didn't want one of the items. Needless to say, the simulation training proved less than helpful, and many considered it to have lowered their capabilities. They felt they made many keystroke errors because of the training. If they were allowed to just learn on

the job, they would not now be unlearning portions of the previous day's training.

- (a) Why did the training program fail ? What could have been done ? 5+5
- (b) In the present scenario, what corrective measures could be taken ? 10

2. The common end product of a job analysis is a written job description. It states what a job incumbent should do and why he should do. This product guides the job holder in performing his duties. What do you think are the characteristics that make a good job description ? What should be the content and how should it be written ? 5+5

SECTION II

3. How is grievance handling different from collective bargaining ? Discuss McGregor's red hot stove rule. Explain the procedures of grievance handling. 4+5+5

4. Some organizations set up a selection process that is long and complex. In some people's opinion, this kind of selection process not only is more valid but also has symbolic value. What can be the use of a long, complex selection process in terms of symbolizing to jobseekers ? How do you think this would affect the organization's ability to attract the best employees ? 7+7

5. How does a complete performance management system differ from the use of annual performance appraisals ? How can involving employees in the creation of performance standards improve the effectiveness of a performance management system ? 8+6

6. "As organizations become more global, Human Resource Planning (HRP) becomes more important and complex." Elucidate. Suppose HR planners estimate that because of several technological innovations your company needs 25% fewer employees in three years. What actions would you take today ? 8+6

7. How can Human Resource Management contribute to a company's success ? What skills are important for success in human resource management ? Why do all managers and supervisors require the knowledge and skills of human resource management ? 5+5+4
8. A small manufacturing company decides to invest in a Material Requirements Planning system (MRP). This is a computerized information system that improves efficiency by automating such work as planning needs for resources, ordering materials, and scheduling work on the shop floor. The company hopes that with the new MRP system, it can grow by quickly and efficiently processing small orders for a variety of products. Which of the human resource functions are likely to be affected by this change ? How can human resource management help the organization carry out this change successfully ? 5+9
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