

02611

MANAGEMENT PROGRAMME

Term-End Examination

June, 2017

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