

**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.*
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**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 ?
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