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MS-2

**MANAGEMENT PROGRAMME (MP)**

**Term-End Examination**

**June, 2020**

**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, each question carrying 20 marks.*

*(iii) Section B is compulsory and carries 40 marks.*

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**Section—A**

1. Discuss the importance and scope of HRM.  
Explain different perspectives on HRM with examples.
2. Explain the concept and process of mobility and separation in organizations with the help of illustration.
3. Define role and distinguish it from position.  
Write a comprehensive note on 'role efficacy' and enumerate its different aspects citing examples.
4. What is HR Audit ? Discuss the process of HR audit with illustrations.
5. Write a comprehensive note on the statutory and voluntary machineries that are available for settling industrial disputes.

**Section—B**

6. Read the following case and answer the questions given at the end :

Vishal Industries Ltd., is a medium sized engineering factory employing 250 employees. The Factory Manager advised the Personnel Manager of the company to select a right man to fill up the vacancy of a "Time-Keeper". The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them to "Application Blank" for collecting their detailed information. On receipt of Applications and on

further scrutiny, it was observed that two candidates were age-barred, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of three appeared for the interview before the Interview panel consisting of three interviewers. The Panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan. The personal traits and merits of these two candidates are as follows :

Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable, amicable individual who enjoys mixing

with employees. His verbal skills are average, but he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of payseets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office. He is a good sportsman also and has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task assigned to him. But he is straight-forward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality, above average communication skills, but at times is 'rough' in dealing with people. His clerical and computational skills are excellent. He does not

on his own mix with people or take part in extra curricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted in the regular register on the same day and paysheets must be kept ready on 1st of every month and sent to A/c Department, for checking before 3rd inst. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan is short tempered and at times he also had heated arguments with managerial executives. He limits his existence to his working table and if anybody unconnected with

the time-office work comes near his table, he loses his temper.

**Questions :**

- (a) In terms of overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager ?
- (b) What are the criteria of your decision ?
- (c) In case the other two members of the Interview Panel differ from your decision, how will you convince them ?
- (d) As a Manger-HR, what will you do to improve the interpersonal relations in the organization ?