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**MS-2**

**Term End Examination Management  
Programme (MP)**

**Term-End Examination**

**June, 2024**

**MS-2 : MANAGEMENT OF HUMAN RESOURCES**

*Time : 3 Hours*

*Maximum Marks : 100*

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**Note :** Attempt any **three** questions from Section A.

*All questions carry 20 marks. Section B is compulsory and carries 40 marks.*

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**Section-A**

1. Distinguish between personnel management and HRM. Discuss different perspectives of HRM.
2. What is career planning ? Discuss the process of career planning with illustration.
3. Explain the concept and methods of competency mapping, with suitable examples.

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4. Explain the salient features of the payment of Wages Act, 1936.
5. Identify the causes and effects of grievance. Briefly explain the steps in grievance handling procedure.

**Section-B**

6. Read the following case and answer 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 requirements were embodied in the advertisement. After preliminary screening of applications, Personnel Manager selected only 6 applications out of 197 and sent them '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 Personal 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 capacity of hardwork. He can sit late in office and prepare payrolls of employees and complete the checking of paysheets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours

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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 1<sup>st</sup> of every month and sent to A/c Department, for checking before 3<sup>rd</sup> 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) In case the other two members of the Interview Panel from your decision, how will you convince them ?
- (c) As a Manager HR, what will you do to improve the interpersonal relations in the organisation ?

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