

MANAGEMENT PROGRAMME (MP)

Term-End Examination

December, 2017 04676

**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 HRM ? Describe the emerging scenario of HRM in Indian context and the associated challenges.
2. Distinguish between job description and job specification. Discuss any two methods of evaluating functional job analysis citing examples.
3. What are the objectives and benefits of performance appraisal ? Discuss any two methods of performance appraisal.
4. Discuss the principles in designing HRD system with suitable examples.
5. Discuss compensation administration and its determinants. Explain the present compensation trends in India.

SECTION - B

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

A global company with its headquarters in the United States and business divisions all over the world is very people oriented, and the parent company is keen to implement as many global processes as possible, with customization to meet country- and business-specific needs. There is, for example, a global performance and development planning scheme (appraisal) which occurs annually at the same time across the branches worldwide. Other processes have local (country and division) components. The aim is to make management processes as easy as possible; most of the support material and process tracking is available online. Across the board, the responsibility for managing and developing staff is very much vested in local managers : the HR departments do not have a 'policing' role. All activity is based on objectives (organizational and divisional objectives cascaded down the management to individuals). Individuals are also responsible for their own development as much as their managers are and there is a wide range of internal and external development opportunities for those who want them (where they are relevant to the job).

The company's induction practice in the UK is about to change, partly due to feedback from staff about induction and partly through a need to communicate coherently at the organisational (global) level following a merger. Induction has three tiers. There is a global, online, Web-based induction programme for all employees, which is just about to be released following a period of

piloting. This has four elements : company strategies, structures and processes, values and behaviour, reward, and other 'individual' issues. At the country (UK) level, a new induction day has also started recently. This is particularly in response to staff feedback. Although new starters understood their role and place in the local organisation, they were less clear about how the different UK businesses fitted together and how their role contributed to the UK-wide business as a whole. New induction day is observed every 2-3 months to bring together new recruits from across the country along with the UK Director and Senior Managers from the range of UK businesses. It is called a Business and Networking Orientation Event. An interesting component is the 'interview' : new recruits divide into small groups, each of which interviews one of the senior managers and then provides feedback to the rest (in front of the managers) regarding what they have learned from the interview. There is also a quiz (unchecked) that aims to reinforce some of the learning from the day.

At the local level, each manager has a checklist (available through the company intranet) which they are prompted to use as soon as an appointment has been accepted. The recruitment and induction processes are therefore linked. The checklist highlights things to do before the new recruit arrives, such as ordering equipment, setting up voicemail, what to do on the first day and subsequently. This includes booking new staff on the local health and safety induction, which is the only part of the local induction not conducted by the managers. New starters are also sent an

email confirming their automatic booking on the UK induction and highlighting things they must do as in the first few weeks. It is very much the manager's responsibility to make sure that induction is done effectively. There is no central policing of whether the checklist is being complied with. There is a very strong philosophy in the company that staff are managers' responsibility. HR will check attendance at the UK induction (but there is no check on effectiveness). This is expected to come through in performance monitoring processes (the performance planning process). Managers will set objectives for new staff usually for a six month period, with regular reviews. Any issues arising from an ineffective induction should be highlighted as part of this. Any senior manager can see the performance plans and ratings of the managers and staff in their divisions.

There is no probation process as such, but short-term objectives are set for the new staff, which are fed into regular reviews and the annual performance planning process at the same time across the entire organization. The scheme is objective-oriented and results in a 'rating' which indicates to managers what salary increase might be applicable for the staff. The system is automated, so that the previous year's objectives and development actions are brought forward for review. If no progress has been made, the manager has to explain this. Development actions in particular are the responsibility of both the manager and the employee. Training or development needs identified are taken forward within the context of company-wide training and development programmes.

There are core programmes, many of which are delivered over the Web, and specific business-related programmes, which are available for all staff and supported by the central budget. Any job-specific needs not covered by core programmes are met by courses or other activities paid for from the manager's budget. The company uses a system of 'job families' with a guide to the development needed for each : there is an expectation (but no compulsion) that employees will undertake the recommended training or development prior to moving up to a new level. Again, feedback and evaluation on the effectiveness of the performance planning process is left to individuals and managers rather than being part of any centrally driven activity. There is an employee comments section on each appraisal form, which is recorded. An open door policy is also followed, allowing any member of staff to refer to a senior manager if they are dissatisfied. Many of the Web-based programmes have been initiated by staff who have highlighted gaps in their own and their teams' knowledge or understanding.

Although a global company with global processes, the company's philosophy is very much one of management responsibility for people and people development. Supporting frameworks, materials and processes are available - largely accessible via the company intranet - and are expected to be used. Trust must play a significant part. The online induction is interesting and it would be good to revisit this in a few months to see what, if any, feedback there has been on its success. Similarly, the 'interview' component of the UK-wide induction is worth noting, particularly the commitment that this requires

from senior managers to attend and participate effectively. What is most interesting is that, whilst many apparently robust processes exist to support people management, it is the bottom line that is evaluated and measured (i.e., the success of the business and how well people meet their objectives and contribute to business success) rather than the processes themselves; implementation of processes may sometimes become an end in itself in other organisations. Finally, the company does not have any external accreditations for people management and does not follow any external quality frameworks such as Investors in People or EFQM, at least in the UK.

Questions :

- (a) Critically examine the induction process and its role in placement of employees.
 - (b) Do you think the three-tier induction would be enough for successful placement of employees ?
 - (c) Can the localization of placement be improved ? If so, how ?
 - (d) Does the performance planning have a role in placement ?
 - (e) Critically examine the individualization of performance planning vis-à-vis centralization and its effectiveness in an organization.
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