MANAGEMENT PROGRAMME

Term-End Examination

June, 2011

MS-2 : MANAGEMENT OF HUMAN RESOURCES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

    (i)   *There are **two** Sections, A and B.*

    (ii)   *Attempt **any three** questions from **Section - A**. Each question carries **20** marks.*

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

SECTION - A

1. Describe the steps and pre- requisites to be followed in Grievance Handling Procedure. Briefly discuss Grievance Management in Indian Industry.

2. Discuss the challenges faced by an HR Manager and how managing challenges would facilitate the efficient use of Resources.

3. Describe the Process of Performance Appraisal. Discuss any two methods of Appraisal and their advantages and Disadvantages.

4. Briefly discuss the importance of outsourcing in the present day business scenario and discuss how outsourcing can be made successful.

5. Write short notes on **any three** of the following :
   (a) Employee Lay off.
   (b) Assessment Centre.
   (c) Employee Empowerment.
   (d) Mentoring.
   (e) Succession Planning.

SECTION - B

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

Magmum Financial Services Ltd (MFSL) is a large financial services company with over 4000 employees scattered all over India in their twelve branches. In view of the ups and downs in the stock market, which affect the demand for and supply of qualified finance graduates, from time to time, in different cities, it has been decided sometime back to centralise manpower planning activities at the corporate head quarters, viz., New Delhi itself.

The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high net worth individuals. It has plans to launch a number of mutual fund products for which approval has come from Securities Exchange Board of India. It has considerable reputation in the market as a merchant banker and as a money changing agent.

Hiring people with requisite skills, especially after the introduction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day, thanks to the dramatic growth rates reported by information technology companies in recent months. Looking at the increasing number of trading centres that are opening in various parts of the country, the company wanted to hire *twenty five* trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account :

Manpower needs

*   Details of previous selections in each centre.

*   Current employee strength in each centre.

*   Sanctioned posts for each centre.

*   Number of vacancies, likely to arise due to competition, unforeseen events, expansion, etc.

*   Surplus, if any, from other centres.

*   Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a 'cushion' to absorb sudden fluctuations. The actual details about trading assistants in various centres were :

Details of Employees and Posts

- Number of people with 2 years' experience.   :   94
- Number eligible for promotion to next grade.   :   28
- Number of vacancies on hand.   :   25
- Number on rolls.   :   142
- Anticipated needs to be filled up owing to market conditions. :   24 ('two' in each centre)
- 'Reserve' to be kept over and above sanctioned posts.   :   5
- Total requirements over a period of 12 months.   :   54

In the first batch, it was planned to hire 25 people having one year's exposure to online market operations, in the Rs 5000 - 8500 grade. The chief HR manager arrived at Mumbai to coordinate the recruitment activity. The Mumbai office got the fax message from headquarters on Monday advocating caution and restraint while hiring trading assistants. Around 150 short listed graduates have been called for the interview on that day.

QUESTIONS

(a)   Prepare a comprehensive human resource plan for each centre of MFSL.

(b)   Looking at the scenario, what should the chief HR manager do ?

(c)   Is it advisable to decentralise the hiring process, so as to avoid problems of the nature mentioned above ? Why ? Why not ?