

## MANAGEMENT PROGRAMME

### Term-End Examination

June, 2013

04420

### MS-2 : MANAGEMENT OF HUMAN RESOURCES

Time : 3 hours

Maximum Marks : 100

(Weightage : 70%)

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**Note :** There are *two* Sections A and B. Attempt *any three* questions from *section A*. All questions carry 20 marks each. *Section - B* is compulsory, for all and carries 40 marks.

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#### SECTION-A

1. Explain the scope of HRM, and briefly discuss various perspectives of HRM.
2. Define and describe the objectives and purpose of 'Interview'. Discuss various types of Interview which are used in hiring process.
3. Define 'Competency mapping'. Enumerate various methods, and discuss the 'Critical Incidents' and the 'Interview' Techniques of competency mapping. Cite relevant examples.
4. What are the objectives and functions of Trade Unions ? Discuss the classification and role of TUs in the context of present day business scenario. Justify your answer.
5. Write short notes or *any three* of the following :
  - (a) Techniques of collecting information for Job Analysis
  - (b) Problems /Errors in Performance Appraisal
  - (c) Compensation Strategy
  - (d) Workers Participation in Management
  - (e) Dis-satisfaction, Complaint and Grievance

## 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 "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 hardiness. 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 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 or 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 Manager HR, what will you do to improve the interpersonal relations in the organization ?
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