

Name:	
Enrolment No:	

End Semester Examination, May, 2019

Course: Human Resource Management	Semester: II
Programme: B.A.LL.B. (Hons.) CL/LL/CL/EL	CC: CLNL1021
Time: 03 hrs.	Max. Marks: 100
Instructions: Attempt all Questions	

SECTION A

S. No.	Statement of question	Marks	CO
Q 1	Write short notes on the following	10	
	<p style="text-align: center;">Answer briefly</p> <ul style="list-style-type: none"> a. Red Hot Stove Rule b. Collective Bargaining c. Suspension d. Maslow's theory of motivation. e. Succession Planning 	2*5=10	1,2

SECTION B

Q	Statement of question	Marks	CO
1.	What are the important functions of HRM?	4	1
2.	Discuss the process and method of Recruitment? Discuss the importance of Induction?	4	1
3.	Define "Industrial Relation." Discuss various aspects and features of Industrial Relations.	4	1,2
4.	Explain important provisions of The payment of bonus Act 1965	4	1
5.	Describe and discuss the characteristics of an International/Global HR manager.	4	1,2

SECTION-C			
Q	Give the differences between the following with suitable examples	20	
	<ul style="list-style-type: none"> a. Individual wage incentive plan and Organization-wide incentive system b. Legitimate Grievance and Imagined Grievance c. Corrective Discipline and Preventive discipline d. Mediation and Litigation 	5*4=20	1,2
SECTION-D			
(Answer any 2 questions)			
Q	Read the following cases and answer the questions given at the end.	50	1,2,3
1.	<p>John and Peter are working in an engineering organization — a reputed one where excellence goes hand-in-hand with every new imperative flexibility. By laying down its clear-cut policies and procedures and corporate plans, this organization has earned the distinction of being one of the best managed companies, always striving for excellence by keeping itself abreast of the developments in the endlessly changing scenario. During the recent review of the functioning of one of the departments headed by Peter, it was discovered that his department had been continuously showing declining trend in terms of meeting the targets fixed for them and the problems of high rate of turnover/absenteeism came to light. Majority of the subordinates working under Peter were dissatisfied with their job and were feeling frustrated and depressed over the way they were being handled by him.</p> <p>There was a breakdown of communication and innumerable complaints about the rude behaviour of Peter started pouring in, Peter, on the other hand, had been in this department for the last so many years and was in the habit of treating his subordinates in the traditional style. The situation started aggravating day-by-day. The workers under Peter had to take the shelter of Unions for airing their grievances and the Management was naturally disturbed over the state of affairs and could no longer afford to be a silent spectator. Search for a suitable replacement of Peter was accordingly initiated and John was identified for the purpose. John was selected for replacing Peter as he possessed the skills of managing different types of people under different situations. His acceptability and credibility have all along been of the highest order. Initially, of course, this sudden change was a painful surprise for John and as it always happens any change in status quo affects people and John was no exception. However, John</p>	25	

	<p>moved into the department and was soon able to overcome initial difficulties. With his concerted efforts and sincerity of purpose, he was soon able to create a strong trust-bond with his subordinates. He gave them a free hand in setting time-bound goals for themselves. The subordinates were by then participating in arriving at the vital decision in regard to their production and productivity. A very cordial and harmonious atmosphere prevailed upon in this department under John. All this naturally resulted in "a blessing in disguise" both for the Management and the workers in as much as that this department paved the way in improving the climate and culture of the organisation.</p> <p>Questions :</p> <p>(a) Identify the issues involved in the above case. (b) What, in your opinion, could be the causes for replacement of Peter and the secret of success of John in the so-called difficult department ?</p> <p>(c) Do you agree with the statement that "a true manager should know the art of managing his people" ? Comment."</p>		
2	<p>Bharat Engineering Works Limited is a major manufacturer of industrial machinery besides other engineering products. It has enjoyed a considerable market preference for its machinery because of limited competition. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problems in marketing its products with the usual profit margin. Sensing the likely problem, the Chief Executive appointed Mr. Arvind Kumar as General Manager to direct the operations of the industrial machinery division. Mr. Kumar had a similar assignment abroad before returning to India. Mr. Kumar had a discussion with the Chief Executive about the nature of the problems being faced by the company so that he could fix his priorities. The Chief Executive advised him to consult various heads of departments to have first-hand information. However, he emphasized that the company lacked an integrated planning system while members of the board of directors insisted on introducing this in several meetings both formally and informally. After joining as general manager, Mr. Kumar got briefings from the heads of all departments. He asked them to identify the major problems and issues concerning them. The Marketing Manager indicated that in order to achieve higher sales, he needed more sales managers and sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. The company had adequate engineers but they were spread under three separate engineering groups. Sales people had no central organisation which had responsibility to provide sales support. Therefore, some jobs were being done from outside at higher cost with lower quality. Besides, he needed a generous budget for demonstration systems which could be sent on a trial basis to customers to win business. The Production Manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce costs, it was essential to automate production</p>	25	1,2,3

	<p>lines by installing new equipment. The Director of Research and Development (R&D) did not have any specific problem and therefore, did not indicate any change. However, a principal scientist in R&D indicated one day that the Director, R&D, though very nice in his approach, did not emphasise on short-term research projects which could easily increase production efficiency to the extent of at least two per cent within a very short period. Moreover, such projects did not involve any major capital outlay. Mr. Kumar was convinced about the management process going on in the division and the type of problems being faced.</p> <p>Questions : (a) Discuss the nature and characteristics of the management process followed in the company.</p> <p>(b) What are the real problems of the Industrial Machinery Division of the company ?</p> <p>(c) What steps should be taken by Mr. Kumar to overcome these problems ?</p>		
3.	<p>XYZ Limited is a public sector undertaking with a staff strength of around 1,200 including 300 officers. As per the recruitment policy of the company, most employees join as trainees and after successful completion of training , are absorbed at the lowest intake level. Thus, in the case of workers, most start as Technician/Operator Trainees and officers, as Management Trainees. The company expects the higher posts to be filled by promotions and therefore, as far as possible, direct recruitment to higher positions is avoided. Only when there is an urgent requirement of a person to fill a higher post and no candidates from within the organization are eligible, is an open advertisement released. In 1982, the company urgently needed one Junior Engineer (Instrumentation) to take charge of one of its plants. At that time, the company had four Junior Engineers (JEs) in position who had joined as Management Trainees in 1980 and had been regularized in 1981. Immediately above them was an Assistant Engineer, who in turn reported to the Project Manager. The company released an advertisement for the post of JE, seeking applications from those with at least two years' experience in the field. One Mr. Ramesh Chaudhari , who had four years ' experience in a private concern applied and was selected. He found the terms of appointment lucrative and joined the company in May 1982. As four JEs were already working in the company, Chaudhari became the junior - most JE as per the promotion policy of the company ; the four JEs would become eligible for promotion to the post of ' Assistant Engineer' in 1985 (on completion of four years 'service) and Chaudhari in 1986. In July 1983, the Assistant Engineer left his job and hence, the company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of five years' experience. Chaudhari met the specification since he had four years previous experience plus one year in XYZ Ltd. Therefore, he applied for the post through proper channel. The company decided to call all the eligible candidates for interview. Accordingly, Chaudhari was also called along with the external candidates. He performed exceedingly well in the interview and was found suitable for the post. The General Manager (GM) , who was chairman of the selection committee, congratulated Chaudhari and told him that he had been selected. However, the GM changed his mind subsequently and asked the Personnel Officer not to issue the appointment letter to Chaudhari. He gave the following reasons for reverting his decision : Mr.</p>	25	1,2,3

Chaudhari would get a higher post after completion of just over one year's service in the organisation as against the normal requirement of four years. 2. When Mr. Chaudhari joined , he was junior to the four JEs by about one year. If he was offered the higher post , he would suddenly become their boss. This would demoralise the JEs - in fact they had already decided to seek jobs elsewhere if Chaudhari became Assistant Engineer. The GM was convinced that he could not afford to lose four JEs and therefore , he chose to disappoint Chaudhari.

Questions :

1. If Chaudhari had been an external candidate, would he have got the job? As an internal candidate, did he deserve to be treated in a different fashion?
2. Did the management make a mistake in calling Chaudhari for an interview and selecting him, when he was "too junior" in the organization?
3. Are there any drawbacks in the recruitment / promotion policies of the company? If yes, elaborate them.

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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
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Time: 03 hrs.	Max. Marks: 100
Instructions: Justify your Answers with suitable examples	

SECTION A

S. No.	Question	Marks	CO
Q 1	Write short notes on the following	2 Marks each	
	<p style="text-align: center;">Answer briefly (2 marks Each)</p> <p style="margin-left: 40px;">f. Fringe Benefits g. Outsourcing h. Performance Appraisal i. Career Planning j. On-the-job Training</p>	2*5=10	1

SECTION B

Q	Statement of question	5*4=20	
1.	Explain the scope and importance of HRM in present day Context? Differentiate it with traditional personnel function?	4	1,2
2.	What do you mean by recruitment? What are the different methods of recruitment and how do they contribute to Organizational effectiveness?	4	1,2
3.	Discuss the present status of training in various organizations? Explaining how training can be made as a strategic function of an organization?	4	1,2
4.	Explain important provisions of Payment of Wages Act, 1936.	4	1,2

5.	Discuss the concept of relevance of Employee Discipline? Identify the process and steps of Grievance Handling with Examples?	4	1,2
SECTION-C			
Q	Give the differences between the following with suitable examples	5 marks each.	1,2
	<ul style="list-style-type: none"> e. Dismissal and Discharge f. Job Enrichment and Job Enlargement g. Role of Human Resource Manager in Domestic and Multinational Organization h. Board of conciliation and Court of Enquiry 	4*5=20	
SECTION-D (Answer any 2 questions)			
Q	Read the following case and answer the questions given at the end.	25	
1	<p>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 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.</p>	25	1,2,3

	<p>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 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 1st of every month and sent to A/c Department, for checking before 3rd. 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 office work comes near his table, he loses his temper.</p> <p>Questions :</p> <ol style="list-style-type: none"> 1. In terms or overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager ? What are the criteria of your decision ? 2. In case the other two members of the Interview Panel differ from your decision, how will you convince them ? 3. As a Manager HR, what will you do to improve the interpersonal relations in the organization ? 		
2	<p>A public sector consultancy organisation recruited Mr. Alok an expert in a particular field of technical specialisation with Ph.D. and other high qualifications at a senior level, one level below that of a director of the board. The company had a managing director and three functional directors</p>	25	1,2,3

on its board apart from government directors. Mr. Alok at the time of recruitment to the company was working as No. 2 in a Central Government Research Organisation. Since he failed to get selected to the No. 1 slot in that organisation for 'political reasons', according to him. He chose to join the public sector company at one grade higher than that held by him in the government. After joining the company, Mr. Alok represented to the Management that he should be granted at least three advance increments since in the government research organisation where he had worked, he used to get extra honorarium to the extent of Rs. 50,000 per annum for undertaking outside consultancy work. The management of the company refused to grant the advance increment to him since they felt that Mr. Alok's request cannot be dealt with in violation and it will lead to similar requests from other senior managers in the company. After waiting for a few months, Mr. Alok submitted his resignation from the company. His superior, viz., the functional director concerned (Mr. Rajeev), advised the managing director that Mr. Alok was resigning because his request for higher salary has not been agreed to and that the matter needs review because it would be difficult to recruit another expert of the same calibre as Mr. Alok. The Managing director, however, accepted the resignation of Mr. Alok and ordered that the post be advertised for fresh recruitment. As the recruitment process was on, Mr. Alok on his own chose to withdraw his resignation and rejoined the company apparently on a tacit undertaking given by Mr. Rajeev that his request for higher salary would be reconsidered. The managing director reconsidered the request and approved the grant of three advance increments to Mr. Alok provided he would serve the company at least till the date of his superannuating, which was two years away. The decision was communicated to Mr. Alok. Mr. Alok once again felt insulted by being asked to agree to an unacceptable condition, viz., undertaking to continue in the company for two more years for the grant of additional increments to his salary. He thought he was fully justified in his case. He did not agree to the condition and after two months again submitted his resignation. Mr. Rajeev discussed the matter with the managing director. The managing director stated that in return for the additional salary being granted to Mr. Alok which was not being given to any other senior manager of his status, he should display some commitment, to serve the company. Without such a commitment Mr. Alok might wait for an opportunity to look for greener pastures and leave the company after gaining a higher salary, vis-a-vis his other senior colleagues in the organisation. The other employees would feel that the Management can be blackmailed by the so-called experts into granting more benefits

	<p>with the threat of resignation and the Management would lose its credibility. The managing director, therefore, decided to accept the resignation of Mr. Alok. But Mr. Rajeev and other functional directors of the company were not happy with the decision as they felt that competitors of the company would gain by Mr. Alok's departure and, therefore, allowing Mr. Alok to quit would jeopardize the company's business interests.</p> <p>Questions :</p> <ol style="list-style-type: none"> 1. Do you agree with the Managing Director's approach to the problem ? 2. Do you think that Mr. Alok had reasons to be aggrieved or was he trying to exploit his expertise ? 3. What would be your solution to this case ? 		
3	<p>All progressive companies have some formal or informal appraising systems for appraising the performance of their employees. Performance Appraisal is defined as any procedure that involves assessing employees' performance against set standards and, providing feedback to the employees assessed. The aim is to motivate employees (a) to improve their performance (b) encourage for better performance above par. The reasons for performance appraisal are (1) For salary decisions, rewards, promotion. (2) To review employee's work related behaviour with a view to correcting any deficiencies. Appraisal should be central to career planning process. In a pharma company manufacturing and marketing drugs and medicines, the research staff has developed a number of new products and formulations which are effective. But at the same time it has to meet severe competition from stalwarts with foreign collaboration. Mr. Shah, the Vice President Marketing has a Pharma Marketing background. He has been with the company for the past 4 years. Mr. Shah had made ambitious plans for capturing sizeable share of market in the Gujarat State. The Company being medium sized, Mr. Shah had kept his marketing department and the marketing team lean and trim. The field sales staff was given aggressive targets and were virtually pushed to reach the respective targets. The field staff worked to their best abilities to complete their respective targets. Mr. Shah had himself been working hard almost 11, - 12 hours a day. There was no formal appraisal and reward system in the company. During last 5 years more than 60 Medical Representatives and the Area Supervisors had left the company due to unsatisfactory increments and promotions. Those who left the company were star workers. But Mr. Shah did not care for this high turnover. He was over confident that he would be able to hire freshers</p>	25	1,2,3

and also select candidates who were not happy with their remuneration in their respective company. Mr. Shah had never communicated to the field sales staff about their performance or reasons for not recognizing their outstanding performance in a few cases. There was on the whole a great dissatisfaction and good performers were leaving the company.

Questions:

- (1) What do you perceive is the basic problem in 'AMBEK?
- (2) What are the steps you will take serially to correct the situation?
- (3) In the event of your suggesting a Performance Appraisal System:
 - (i) How will you decide a suitable system of appraisal?
 - (ii) Will your system include merit, rewards and promotions ?