

MANAGEMENT PROGRAMME

Term-End Examination

June, 2016

MS-2 : 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) *Section-A has five questions carrying 20 marks each. Attempt any three questions from this section.*
(iii) *Section-B is compulsory, carrying 40 marks.*
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SECTION - A

1. Define and describe the evolutionary concepts of HRM. Briefly discuss various perspectives of HRM, with suitable examples.
2. What is organisational socialisation ? Briefly discuss individual and organisational perspectives for improving socialisation process. Cite examples.
3. Define and describe the concept of Assessment Centres. Briefly discuss and differentiate between the essential elements of Assessment and Development Centres.
4. Identify and discuss the factors leading to indiscipline and its forms. Briefly explain the purpose and objectives of disciplinary action, with relevant examples.

5. Write short notes on **any three** of the following :
- (a) Compensation Strategy
 - (b) Employee Lay off
 - (c) Stock options
 - (d) Employer's Association
 - (e) Errors in Performance Appraisal

SECTION - B

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

Modern Textiles Limited is one of the leading textile mills in the south, having a work force of more than 1500 employees, engaged in the manufacture of cotton yarn of different counts. The company has a well-established distribution network in different parts of the country. It had modernised most of its plants, with a view to improve the productivity and maintain quality. To maintain good human relations in the plants and the organisation as a whole, it extended all possible facilities to the employees. Compared to other mills, the employees of Modern Textiles Limited were placed in reasonably high wage brackets.

The company has a general manager, followed by a line of executives in-charge of different functional areas. The Industrial Relations Department was headed by the Industrial Relations Manager with supporting staff. The company earned profits every year and distributed reasonable amounts as bonus to the employees. The employees were represented by

six trade unions-A, B, C, D, E and F (unions are alphabetically presented based on membership) - out of which the top three unions were recognised by the management for purpose of negotiations. All the unions maintained good relations with the management individually and collectively. In a particular year when the bonus issue was placed before the management it had series of discussions with all recognised unions and finally announced a bonus, which was in turn agreed upon by all recognised unions. The very next day when the management prepared the settlement and presented it before the union representatives, while unions A and C signed the same, the leader of union B refused to do so and walked out, stating that the amount declared as bonus was not sufficient. The next day, union B issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid an unpleasant situation, but in vain. As a result, one morning, members of union B went on strike. They were joined by members of union D. During the strike the management could probe the reason for the deviant behaviour of union B leader : it was reported that leader of union A, soon after the first meeting had stated in the presence of a group of workers "because of me the management has agreed to declare this much amount of bonus to the employees. Some representative unions, particularly union B, had miserably failed in its talks with the management for want of initiative and involvement". This observation somehow reached the leader of union B on the very day it was made, as a result of which he felt insulted. Soon after identifying this as the reason for B's strike call the management in the presence of the

Industrial Relations Manager brought about a compromise between the union leaders, A and B. Immediately after this meeting, the strikers (members of union B and D) had resumed work and the settlement was signed for the same amount of bonus, as was originally agreed upon.

Questions :

- (a) Was the leader of union A justified in making remarks that caused offence to the leader of union B ?
 - (b) Could the strike have been avoided had A not made his remarks before a group of workers ?
 - (c) What should the management's long-term strategy be for ensuring against the recurrence of inter-union differences on issues affecting the welfare of workers ?
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