

## MANAGEMENT PROGRAMME

### Term-End Examination

December, 2014

### 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) Attempt *any three questions from Section-A.*  
Each question carries *20 marks.*  
(iii) *Section-B is compulsory and carries 40 marks.*
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#### SECTION - A

1. What are the Primary Objectives and Supporting Functions of Human Resource Management in an organisation ? Differentiate between basic assumptions underlying Traditional Personnel Functions and Human Resource Development. Explain with suitable examples.
2. Describe objectives of Human Resource Planning and its needs at macro level. Also explain the process and levels of Human Resource Planning. Cite relevant examples.
3. What is 'Competency Approach' to Job Analysis ? Describe and discuss uses and benefits of Competency Approach in an organisational set-up. Analyse with suitable examples.

4. Briefly describe the mechanisms of settlement of Industrial Disputes available under 'Statutory Machinery'. Cite examples.
5. Write short notes on **any three** of the following :
  - (a) Industrial Democracy
  - (b) Aims and Objectives of Compensation
  - (c) Recognition of Trade Unions
  - (d) Role Systems
  - (e) Training Evaluation

### SECTION - B

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

Mr. Ritesh Mashroo was Senior Sales Manager working in Indian Lever Limited, a most reputed FMCG company for a decade. He was an excellent worker and had always achieved beyond the target assigned by his superior. In March 2001, when he returned from his official tour of 15 days, he came to know from his colleagues that the promotion list has been displayed and his name does not appear in that list. On hearing this, he felt annoyed, humiliated and in his gush of anger entered the office of Mr. Mithun Chatterjee, General Manager (Marketing) and began to discuss.

**Mr. Mashroo** : Why have I not been promoted Sir ? Since last year you are assuring me to continue working hard and that I would be promoted this year. This year too, you have not promoted me. What is the matter ? (Mr. Chatterjee felt insulted at Mr. Mashroo's behaviour as some guests were waiting outside his cabin.)

**Mr. Chatterjee** : First take your seat and cool down. I am indeed surprised to find your name missing in the promotion list, even though I had recommended you for promotion. As you are aware, these days Vice President (Marketing) decides on all matters related to promotion and he mentioned about the feedback from the field staff he had received regarding your poor interpersonal skills. So, I suggest to you that you be careful about your work behaviour and try to improve upon it. We will see next time.

Mr. Mashroo was very angry at Mr. Chatterjee's remark and left the office uttering that he would meet VP (Marketing) on this issue. Next day he went to meet Mr. P. Venkatraman who was very busy with a board meeting. On seeing Mr. Mashroo waiting, he called him inside and inquired about the matter.

**Mr. Mashroo** : Good morning, Sir. I have come to know from Mr. Chatterjee that I have not been given promotion because of my poor interpersonal skills. Sir, you may be aware that the new sales staff is very arrogant because they proclaim that they have post-graduate degrees from renowned business schools in the country and they are not interested in working in the field. That is way I have to be strict in managing them, as our ultimate goal is to achieve the target.

**Mr. Venkatraman** : Mr. Mashroo, don't feel annoyed. I was just informally discussing with Mr. Chatterjee that if you started working on your problems you would become VP in few years' time. But as far as this promotion is

concerned, I have already given you 4 rating in your performance and recommended you for the same. I think that HR department might have made certain changes in the grading and that may have worked against your benefit. Why will I harm you in getting the promotion; after all, you are a high performer in the company.

**Mr. Mashroo** : How can it happen, Sir ? How can they change the performance rating that you have given ? Then, in that case, I would like to meet the HR Head to know the reason.

**Mr. Venkatraman** : You may meet the HR Head, but it is too late for this year.

Next day, Mr. Mashroo goes to meet Mr. Ashok Motiramani, Head of Human Resource Department.

**Mr. Mashroo** : Good morning, Sir. I have a problem regarding my promotion. I am the only person in the marketing department who had, for the past five years, achieved beyond the target. But this time I have not been given promotion. Mr. Venkatraman told me, that he had recommended my promotion, but it seems HR department has revised the list and I am deprived of promotion.

**Mr. Ramani** : Mr. Mashroo, take it for granted that we cannot change the rating or modify the recommendation of your VP (Marketing) because he is your HOD. Ultimately, HOD is the final decision-maker for promotional issues of a department. I am sorry I cannot do anything for you.

Mr. Mashroo moves out of HR department, unable to decide what to do. Finally he decided to go for a long leave.

**Questions :**

- (a) What is the problem of Mr. Mashroo ? And who is preventing him from being promoted ?
  - (b) Identify the problems in the performance appraisal system of this company.
  - (c) What actions are expected from VP (Marketing) and HR Head on this issue ?
  - (d) What steps need to be taken to avoid this situation in future ?
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