

MANAGEMENT PROGRAMME

Term-End Examination

December, 2016

MS-002 : 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 and each question carries 20 marks.
(iii) Section-B is compulsory and carries 40 marks.
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SECTION - A

1. Discuss evolution and importance of human resource management. What is the role of HRM in changing environmental scenario ? Explain with suitable examples.
2. Outline the steps involved in selection process. "Tests often do not reflect an individual's true ability." Give your comments on this statement.
3. What is worker's participation in management ? Discuss the factors responsible for its success.
4. Discuss and evaluate the status and techniques of training in organisations. Cite suitable examples.

5. Write short notes on **any three** of the following :
- (a) Induction programme
 - (b) Executive compensation
 - (c) Red hot stove rule
 - (d) Morale
 - (e) Potential appraisal

SECTION - B

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

John and Peter are working in an engineering organisation – 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 organisation 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.

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 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.

Questions :

- (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 ?
 - (c) Do you agree with the statement that "a true manager should know the art of managing his people" ? Comment."
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