

SN - 156

Total No. of Pages :3

Seat No.	
----------	--

**MBA (Part - I)(Semester - II) (CBCS) (New) Examination,
May - 2017**

HUMAN RESOURCE MANAGEMENT (Paper - XI)

Sub. Code : 68312

Day and Date : Friday, 19 - 05 - 2017

Total Marks : 80

Time : 03.00 p.m. to 6.00 p.m.

- Instructions :**
- 1) Q.N.1 and Q.N. 2 are compulsory.
 - 2) Attempt any two questions from Q.N. 3 to Q.N. 5.
 - 3) Figures to the right indicate marks.

Q1) Read the following case carefully and answer the questions given at the end of the case- **[20]**

Powermat Inc. has encountered difficulty over the last few years in filling its middle-management positions. The company which manufactures and sells complex machinery, is organized into six semi-autonomous manufacturing departments. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at that level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle-management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational institutes with good industrial management programmes. Through the services of a professional recruiter, the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle-management jobs. They all left the company, however, within two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle-management positions, the company decide to call a consultant who could suggest solutions.

Questions :

- a) Analyze the case.
- b) If you were the consultant, what would you recommend?

Q2) Read the following case let and answer the questions- [20]

As a result of rapid growth in sales, the Simpson Company had to double the size of the central secretarial pool. Many of the current secretarial staff, aged about 40 to 50, had been with the company since its inception. None had more than a high school education. Subsequently, 10 new secretaries were recruited with advanced data processing skills. They had college education and all were in their 20s. Unexpectedly, the performance level of the pool fell off drastically even though doubled in size. The manager interviewed a few of the old staff members and they told him that the new secretaries just did not fit in. They were uncooperative, would not listen, and would not take messages. When their mistakes were corrected, they got offended. In interviewing, a few of the new secretaries resented that the older secretaries refused to accept new and more efficient ideas. They complained their inability to use new knowledge and skills and the older secretaries would not socialize with them.

Questions :

- a) What are the reasons for the declining productivity of the group?
- b) What are your recommendations for improving the situation?

Q3) a) Define Human Resource Management. What is the difference between HRM and Personnel Management? [10]

b) Discuss in detail the HRD process. [10]

SN - 156

- Q4) a) Explain the selection process of a business organization. [10]
b) What factors are affecting wage / salary administration? [10]

Q5) Write short notes on (any four)- [20]

- a) HRM in Indian context
- b) Objectives of HRD
- c) Job Analysis
- d) performance appraisal
- e) Employee benefits
- f) Placement

