

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA / MBA(IB) (2012 & onward) (Sem.-2)

HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-203

Paper ID : [C0248]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students has to attempt any **FOUR** questions.
2. **SECTIONS-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consist of **ONE** Case Study carrying **EIGHT** marks.

SECTION-A

1. What do you understand by competency mapping?
2. What is job evaluation?
3. How is coaching different from employee mentoring?
4. What are quality circles?
5. Outline the managerial functions of HRM.
6. What are fringe benefits?

SECTION-B

Unit-I

7. Define HRM. Critically evaluate its important functions and roles in the changing business environment.
8. What is job analysis? What is its significance in the effective and efficient utilization of human resources in the organization?

Unit-II

9. What do you understand by career planning for the employees? How far it is important in today's scenario? Discuss.
10. Critically evaluate the significance of various on the job and off the job training methods being employed by the organizations today.

Unit-III

11. How is performance appraisal different from potential appraisal? Discuss the Philips model of potential appraisal and its significance.
12. What is quality of work life? Outline the various methods of improving QWL at the workplace.

Unit-IV

13. What are the sources of employee grievances? Discuss. Critically evaluate the model of employee grievances resolution.
14. Write notes on the following :
 - a) Contemporary issues in HRM and their role in employee motivation and development.
 - b) Significance of conducting an HR audit.

SECTION C : CASE STUDY

15. Case : Promotion of Mr. Ritesh Mashroo

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 I have 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 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 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 postgraduate degree from renowned business schools in the country and they are not interested in working in the field. That is why 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 the 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 HR Head to know the reason.

Mr. Venkatraman : You may meet 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

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