

K J Somaiya Institute of Management Studies and Research

PGDM (HCM) 2018 – 20 BATCH

II TRIM – END TERM EXAM

HUMAN RESOURCE MANAGEMENT

Marks: 50

Timing: 3 hours

Date : 17/01/2019

- Note:
1. Question no **C** is compulsory.
 2. Draw neat and clean diagram wherever necessary
 3. Figures to the right indicate full marks.

A) Answer any four question

20 marks

1. What is Human Resource Development
2. Some people believe that programs like wellness programs infringe on an individual's right to choose his or her own lifestyle, maintaining that an individual has the right to smoke, eat junk food and avoid exercise if he or she wants to. What arguments can you make to support the critics of work place wellness programs? Support your position.
3. What is Attrition? Suggest measures to reduce it.
4. Why is the Human Resource planning needed?
5. Discuss the role of personnel manager
6. Explain any 3 methods of training.

B) Answer the following question in length. (Any 3)

18 marks

1. Explain the various sources of recruitment available to firms. Do you believe campus recruitment is the best source to hire new talent. Substantiate your views.
2. Differentiate between training & development. Explain the initiatives taken by organizations to develop their executives.
3. Write in detail about the bell curve technique of performance appraisal. Point out its shortcomings.
4. Suggest ways and means of creating a high performance work system in an organization.
5. Bring out the social and ethical issues connected with executive remuneration.

C) Case Study;**12 marks**

HSS Ltd., is a leader in high-end textiles having headquarters in Bangalore. The company records a turnover of 1,000 cr. plus a year. A year back, HSS set up a unit at Hassan (250 kms. away from Bangalore) to spin the home textiles. The firm hired Maniyam as GM-HR and asked him to operationalise the Hassan unit.

Maniyam has a vision. Being a firm believer in affirmative actions, he plans to reach out to the rural areas and tap the potentials of teenaged girls with plus two educational background. Having completed their 12th standard, these girls are sitting at homes, idling their time, watching TV serials endlessly and probably dreaming about their marriages. Junior Colleges are located in their respective villages and it is easy for these girls to get enrolled in them. But degree colleges are not nearby. The nearest degree college is minimum 10 kms. and no parents dare send their daughters on such long distances and that too for obtaining degrees, which would not guarantee them jobs but could make searching for suitable boys highly difficult.

These are the girls to whom Maniyam wants to reach out. How to go about hiring 1,500 people from a large number who can be hired? And Karnataka is a big state with 27 districts. The GM-HR studies the geography of all the 27 districts and zeroes in nine of them known for backwardness and industriousness.

Maniyam then thinks of the principals of Junior Colleges in all the nine districts as contact persons to identify potential candidates. This route is sure to ensure desirability and authenticity of the candidates. The girls are raw hands. Except the little educational background, they know nothing else. They need to be trained. Maniyam plans to set up a training centre at Hassan with hostel facilities for new hires. He even hires Anil, an MBA from UK, to head the training centre.

All is set. It is a bright day in October 2006. MD and the newly hired VP-HR came to Hassan from Bangalore. 50 principals from different parts of the nine districts also came on invitation from Maniyam and Anil. Discussions, involving all, go on up to 2 p.m. At that time, MD and VP-HR ask Maniyam to meet them at the guest house to discuss some confidential matters.

In this meeting, Maniyam is told that his style of functioning does not gel with the culture of HSS.

He gets the shock of his life. He responds on expected lines by submitting his papers.

Back in his room, Maniyam wonders what has gone wrong. Probably, the VP-HR being the same age as he is, is feeling jealous and insecure since the MD has all appreciation for the concept and the way things are happening. Maniyam does not have regrets. On the contrary he is happy that his concept is being followed though he has, been sacked. After all, HSS has already hired 500 girls. With rupees 3,000 plus a month each, these girls and their parents now find it easy to find suitable boys.

QUESTIONS

1. What made the MD change his mind and go against Maniyam? What role might the VP-HR have played in the episode?
2. If you were Maniyam, what would you do?