



**MBA DEGREE EXAMINATIONS: MAY 2016**

(Regulation 2015)

Second Semester

**MASTER OF BUSINESS ADMINISTRATION**

P15BAT202: Human Resource Management

**COURSE OUTCOMES**

- CO1:**     • Introduce the various functions of the HR System
- CO2:**     • Acquire working knowledge that facilitates individual and team interaction
- CO3:**     • To support the HR activities as a Middle level Executive

**Time: Three Hours**

**Maximum Marks: 100**

**Case Study:-**

**PART A (1 x 20 = 20 Marks)**

1. Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably. Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused". Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could

give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

**Questions:**

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|---|-----|----|
| 1. Examine if it is necessary for George to apologise to such a junior employee like Satish?  | CO2 | K4 |
| 2. Assume if you were in Satish's place, how would you to respond to George's apology?  | CO2 | K4 |
| 3. As an HR person, Analyze how would you define the character of George - bullying but later regretting? Does his attitude need to be corrected? | CO2 | K4 |
| 4. Criticize preeti's behavior by not intervening during the meeting and correct George's misconception about Satish?                             | CO2 | K5 |

**Answer all the Questions:-**

**PART B (10 x 2 = 20 Marks)**

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|---|-----|-------------------|
| 2. What is the role of an HR Professional?                              | CO1 | [K <sub>1</sub> ] |
| 3. What are the external factors affecting Human Resource Planning?     | CO1 | [K <sub>1</sub> ] |
| 4. What should be the focus of recruitment policy of a company?         | CO1 | [K <sub>1</sub> ] |
| 5. List out the steps to make Training Effective for Employees.         | CO1 | [K <sub>1</sub> ] |
| 6. Why performance appraisal fails in an Organization?                  | CO1 | [K <sub>1</sub> ] |
| 7. Explain the term 'Compensation'?                                     | CO1 | [K <sub>1</sub> ] |
| 8. What is the purpose of appraisal?                                    | CO1 | [K <sub>1</sub> ] |
| 9. What is the Role of Trade Union in protecting HR in an Organization? | CO1 | [K <sub>1</sub> ] |

10. What is the Role of HR in CSR activities of an Organization? CO1 [K<sub>1</sub>]
11. What is the important to conduct Exit Interviews in an Organization? CO1 [K<sub>1</sub>]

**PART C (4 x 15 = 60 Marks)**

12. a) Discuss the various 'Personal characteristics' that make a good HR Manager? CO3 [K<sub>6</sub>]

**(OR)**

- b) You discover that a human resource department employee is discussing confidential information with employees outside the department. Explain the steps you would take to address this issue and justify the steps taken. CO3 [K<sub>5</sub>]

13. a) What are the different hiring strategies? If you are an HR for an reputed service organization, how do you find talented people for the company? CO1 [K<sub>3</sub>]

**(OR)**

- b) Why is employee training important to an organization? Explain different methods of training. CO1 [K<sub>1</sub>]

14. a) How is recruitment different from selection and Design the steps for selecting candidates for an manufacturing organisation. CO1 [K<sub>5</sub>]

**(OR)**

- b) What methods are used to pay an employee in an Organization? What are the elements of salary? CO1 [K<sub>1</sub>]

15. a) What do you mean by performance appraisal? Evaluate the benefits of performance appraisal to the employee? CO1 [K<sub>5</sub>]

**(OR)**

- b) What are the ways to improve employee engagement in an organization? As a HR Manager identify the enablers of employee engagement in an organisation. CO1 [K<sub>3</sub>]

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