

(DEMB 10)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper – X : HUMAN RESOURCE MANAGEMENT

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Five of the following

- 1) a) Legacy of HRM.
b) Job design.
c) Replacement chart
d) Psychological tests
e) 360° appraisal.
f) Transfer policy.

SECTION-B

(3 x 15 = 45)

Answer Any Three questions

- 2) How do you assess the effectiveness of training programme?
3) Explain different methods of wage-payment.
4) Critically examine two factory theory of motivation.
5) What are the essentials of an effective grievance settlement procedure?
6) State the causes for slow progress of collective bargaining.
7) Explain the nature and scope of HRD.

SECTION-C

(15)

(Compulsory)

8) Mr. Kishore, a mechanic has been working in a light engineering company for the last 20 years. The company is manufacturing balls and bearings to be used for automobile firms. He has a firm belief in unionism and joined a union in 2006. He was having a strong hold over the workers. He was also the representative of his department and most of the time was involved with union activities. In the year 2007, he had some serious differences with his fellow workers on certain ideological ground. In a dispute with his workers, he was badly injured and hospitalised for many days. Because of this development, the management suspended Kishore for a year. In the meantime, there was a thorough investigation by the management. After thorough investigation, management was able to find out the real cause of the clash. There was tremendous pressure from the union to reinstate him. So Kishore was reinstated in the company in January 2008. In the middle of 2008, a second union came into existence in the company and this become the most powerful union by the end of September 2008. However, Kishore continued with his old union.

Though Kishore joined his duty but could not have the same level of performance as he used to have before his suspension. When he was asked by his supervisor, Mr. Vora to explain as to why his performance has been declining, Kishore said, “that he is unable to sit for long time because of backache”. Mr. Vora tried to motivate him to improve his performance but of no use.

Since Kishore was appointed on the recommendation of Mr. R.K. Gupta, a very senior officer of the department, Mr. Vora told him the whole story. Then they sat together and decided to transfer Mr. Kishore to the sales department. It had no effect on Kishore’s performance. Gradually, he was becoming obstinate and it was as if he was planning to have a war with the organisation. However, the head of sales department reported his unusual behaviour with the customers and frequent absence from the counter to the top management. Now top management is considering to transfer him back to his original department.

Questions:

- i) What is problem in the case?;
- ii) How would you justify Kishore’s transfer? and
- iii) What is to be done to get the best out of the person?

