

MBA 08

M.B.A. DEGREE EXAMINATION, JUNE 2010.

Second Semester

Paper VIII — HUMAN RESOURCE MANAGEMENT

(Common for M.B.A. (HRM, Marketing, Finance and
International Business))

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

All questions carry equal marks.

1. What is the relevance of human resource department in an organization?
2. What are the qualities of HR Manager?
3. What is HR Planning?
4. What do you mean by employee separation?
5. What are the objectives of compensation management?
6. What is necessity of stress management?
7. What are the functions of trade unions?
8. What is need for collective bargaining in India?

PART B — (5 × 10 = 50 marks)

Answer any FIVE out of the following.

All questions carry equal marks.

9. "Human Resource Management is concerned with competing for and competing as Human Resources". Elaborate this statement and bring out the objectives of Human Resource Management in the present competitive environment.
10. "Accurate appraisal of performance is very difficult". Do you agree with this? Explain.
11. How can promotion be linked to career planning and development? Discuss the advantages of such linkage.
12. What is meant by Quality of work life? Identify the key elements of the definition?
13. "Too often, discipline is thought of only negative sense. In reality positive discipline is more effective and plays vital role in Organizations — Comment on this statement.

14. What are the problems and limitations in Job Evaluation?
15. What is potential appraisal? How does it differ from performance appraisal?
16. Explain HRM issues and practices in MNC's.

PART C — (20 marks)

Case Study — Compulsory.

17. Konark Cement Ltd. Was set up in 1981 to meet the cement requirement of eastern and some parts of the central India. The company producing very high quality cement is a highly reputed organization in the cement industry. The company is also well-known for its best pay package in the industry. Recently because of the promotion of Mr. Ashok Mohanty, Vice president and CEO of the company to the post of president for the group, his post is vacant. As the HR policy of the company emphasizes upon filling the higher positions from within, the HR department issued a notification to fill the vacancy. There were 12 applications for the post. After preliminary screening, three applicants were found to be suitable for the position. Following is the details of those three candidates.

Anil Pathak is 42 years old, working in the company for past 10 years in operations. He is a BE (Mechanical) and has wider experience of textile, electrical and tyre industries before joining Konark Cement as Assistant Manager production and because of his hard work and consistent good record he is now General Manager production in the company.

Ajit Singh is 39 now. He started his career in cement industry as a marketing executive. He is an MBA. Before joining the present company he was manager marketing in a very reputed cement company. Because of his reputation as an aggressive marketer in the cement industry, the company has created the post of AGM marketing in the beginning itself. He was the youngest AGM in the company. People talk high of him in his department as well as in the whole company for his nature and his professionalism. Just within four years, he was promoted to the post of GM marketing in the last month. He is also a strong contender for the position.

Ashish Sharma is 51 now. He joined the company as a management trainee after completion of his B.Sc. Initially, he was attached to marketing department. Subsequently when there was need, he was shifted to finance. Later he was put in the Personnel department. He is the senior most executive not only in his department but in the entire company. Mr. Sharma commands a very high respect from everyone in the company. From the post of management trainee, he has come to the position of GM personnel. He was promoted to present position with Mr. Ajit Singh. Mr. Sharma is very hopeful that he will be selected for the CEO position.

The management of the company gave the responsibility to Mr. Mohanty to find out a successor for him before taking the new responsibility. All the finally screened candidates had worked with Mr. Mohanty. He knows everyone very well. He is now totally confused to decide whom to select as his successor.

Questions :

- (a) What advice will you give to Mr. Mohanty?
 - (b) In your opinion who should be selected for the post? Give reasons.
 - (c) What criteria will you use in this selection?
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