

[4]

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 closed the conversation with a big reassuring handshake with Satish.

Questions:

- (a) Was it at all necessary for George to apologise to such a junior employee like Satish?
- (b) Did Preet make a mistake by not intervening during the meeting and correct George's misconception about Satish?
- (c) As an HR man, how would you define the character of George bullying but later regretting? Does his attitude need to be corrected?

Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Management Studies

End Sem Examination May-2024

MS5CO24 Managing People & Organization

Programme: MBA

Branch/Specialisation: Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d. Assume suitable data if necessary. Notations and symbols have their usual meaning.

- Q.1
- i. The primary focus of Human Resource Management is _____. **1**
 - (a) Maximizing profits
 - (b) Implementing technology
 - (c) Managing people effectively
 - (d) Reducing operational costs
 - ii. How does the changing nature of work impact the role of HR managers? **1**
 - (a) It decreases the need for talent management
 - (b) It increases the focus on traditional work structures
 - (c) It requires HR managers to adapt flexible work arrangements
 - (d) It reduces the importance of employee well-being initiatives
 - iii. What is one of the key outcome of job analysis? **1**
 - (a) Increased turnover rates
 - (b) Decreased employee morale
 - (c) Reduced employee productivity
 - (d) Enhanced organizational performance and efficiency
 - iv. In what way do job fairs contribute to the recruitment process? **1**
 - (a) By reducing the organization's visibility in the job market
 - (b) By limiting access to potential candidates
 - (c) By discouraging candidates from applying for job.
 - (d) By providing an opportunity to engage with candidates face-to-face
 - v. Which performance appraisal method involves recording incidents of both effective and ineffective behavior of each employee? **1**
 - (a) 360-degree feedback
 - (b) Critical incident technique
 - (c) Behaviorally anchored rating scales (BARS)
 - (d) Forced ranking

P.T.O.

		[2]	
vi.	What is the significance of conducting a training needs assessment?	1	
	(a) It increases employee turnover rates		
	(b) It identifies skill gaps and training requirements within the organization		
	(c) It limits access to career development opportunities		
	(d) It discourages employee engagement in learning activities		
vii.	How does job evaluation contribute to establishing a fair and equitable pay structure?	1	
	(a) By providing a systematic method for comparing the value of different jobs		
	(b) By promoting pay discrimination		
	(c) By limiting access to employee benefits		
	(d) By discouraging employee involvement in compensation decisions		
viii.	Bonuses and salary increases, are examples of which type of reward?	1	
	(a) Intrinsic rewards (b) Non-monetary rewards		
	(c) Extrinsic rewards (d) None of these		
ix.	What should be the primary purpose of disciplinary action?	1	
	(a) To punish employees for mistakes		
	(b) To humiliate employees in front of their peers		
	(c) To correct behavior and prevent future issues		
	(d) To discourage employees from seeking assistance from HR		
x.	How does active listening contribute to effective negotiation?	1	
	(a) By dominating the conversation		
	(b) By building rapport and understanding the other party's interests		
	(c) By discouraging compromise		
	(d) All of these		
Q.2	i. Explain the concept of HRM.	2	
	ii. What are the key functions of HRM	2	
	iii. Describe qualifications and qualities of HR Manager.	4	
OR	iv. Define various HR policies and discuss their importance in managing organization.	4	
Q.3	i. Explain the concept and objectives of Human Resource Planning.	3	
	ii. Describe selection process in detail.	5	
OR	iii. Explain the following: -	5	
	(a) Career planning (b) Succession planning		

		[3]	
Q.4	i. Define concept and objectives of management development.	3	
	ii. Explain the concept and process of performance appraisal.	5	
OR	iii. Describe various training methods.	5	
Q.5	i. Explain the concept of job evaluation.	2	
	Attempt any two:		
	ii. Describe the objectives of job evaluation.	3	
	iii. Describe various objectives of wage and salary administration.	3	
	iv. Explain the concept of rewards and incentives.	3	
Q.6	Attempt any two:		
	i. Describe various measures to ensure employee discipline in industry.	4	
	ii. Describe grievance handling procedure in detail.	4	
	iii. Explain the following: -	4	
	(a) Collective bargaining (b) Negotiations		
Q.7	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.	10	
	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 failed miserably.		
	Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting		

[4]
Marking Scheme
Managing People & Organization (T) - MS5CO24 (T)

Q.1	i)	The primary focus of Human Resource Management is-----	1
		(c) Managing people effectively	
	ii)	How does the changing nature of work impact the role of HR managers?	1
		(c) It requires HR managers to adapt to flexible work arrangements	
	iii)	What is one of the key outcomes of job analysis?	1
		(d) Enhanced organizational performance and efficiency	
	iv)	In what way do job fairs contribute to the recruitment process?	1
		(d) By providing an opportunity to engage with candidates face-to-face	
	v)	Which performance appraisal method involves recording incidents of both effective and ineffective behavior of each employee?	1
		(b) Critical incident technique	
	vi)	What is the significance of conducting a training needs assessment?	1
		(b) It identifies skill gaps and training requirements within the organization	
	vii)	How does job evaluation contribute to establishing a fair and equitable pay structure?	1
		(a) By providing a systematic method for comparing the value of different jobs	
	viii)	Bonuses and salary increases, are examples of which type of reward?	1
		(c) Extrinsic rewards	
	ix)	What should be the primary purpose of disciplinary action?	1
		(c) To correct behavior and prevent future issues	
	x)	How does active listening contribute to effective negotiation?	1
		(b) By building rapport and understanding the other party's interests	
Q.2	i.	Explain the concept of HRM.	2
	ii.	What are the key functions of HRM.	2
		Each function carries .5 marks(.5*4= 2)	
	iii.	Describe Qualifications and Qualities of HR Manager.	4
		Qualifications of HR Manager. 2 Marks Qualities of HR Manager. 2 Marks	

OR	iv.	Define various HR Policies and discuss their importance in managing Organization.	4
		Types of HR Policies	2 Marks
		Importance of HR Policies	2 Marks
Q.3	i.	Explain the concept and objectives of Human Resource Planning.	3
		Concept of HRP	1 Marks
		Objectives of HRP	2 Marks
	ii.	Describe Selection process in detail.	5
OR	iii.	Explain the following:-	5
		a) Career Planning	2.5 Marks
		b) Succession Planning	2.5 Marks
Q.4	i.	Define Concept and Objectives of Management Development.	3
		Concept of Management Development	1 Mark
		Objectives of Management Development	2 Marks
	ii.	Explain the concept, Objectives and Process of Performance Appraisal.	5
		Concept of Performance Appraisal.	1 Mark
		Objectives of Performance Appraisal.	1 Mark
OR	iii.	Process of Performance Appraisal.	3 Marks
		Describe various Training Methods.	5
Q.5	i.	Explain the concept of Job Evaluation.	2
		Attempt any two:	
		Describe any two Non- Analytical Methods of Job Evaluation.	3
	ii.	Each method carries	1.5 Marks (1.5*2= 3 Marks)
		Describe various objectives of Wage and Salary Administration.	3
	iv.	Explain the concept of Rewards and Incentives.	3
Q.6		concept of Rewards	1.5 Marks
		concept of Incentives	1.5 Marks
	i.	Attempt any two:	
		Describe various measures to ensure Employee Discipline in Industry.	4

		[2]			[3]
ii.	Describe Grievance Handling Procedure in detail.		4		
iii.	Explain the following:-		4		
	a) Collective Bargaining	2 Marks			
	b) Negotiations	2 Marks			
Q.7	Case study		10		
