

# **FACULTY OF MANAGEMENT STUDIES UNIVERSITY OF DELHI**

**MBA (FT) 1<sup>ST</sup> SEMESTER EXAMINATIONS: OCT-NOV, 2016**

**Paper: MBAFT: 6106: HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours**

**Max. Marks: 50**

**ANSWER ALL QUESTIONS. ALL QUESTIONS CARRY EQUAL MARKS (5 Marks).**

1. Mr. Vijay, a staff member from Team X, tells his supervisor that Mr. Tarun, a staff member from Team Y had barged in to his cabin and verbally abused and physically slapped him at his work station. What should the supervisor do or action that should follow?
2. ABCL is a large company that manufactures agricultural equipment such as tractors, trailers, etc. The company is closely held by members of a family. Historically, the family was well known for their business in commodity trading. Although the CMD is a western educated management graduate, the company follows traditional management culture, epitomised in the form of seniority based hierarchy, centralised decision making, grade based pay, loyalty, employee welfare, and paternalistic style of employee relations. According to the CMD the employees should have a clear sense of the social milieu of the customers, who are farmers from rural areas. In recent years the company was finding it difficult to attract talented engineers from reputed engineering colleges. A large number of those who joined the company as GET left within few months. Informal discussion with the exiting engineers suggested that the company's culture is incompatible to many of those who came from middle class, urban background. The CMD while interacting with a professor from a business school heard about the 'culture-fit' and asked the HR manager to develop a 10 point checklist for examining the 'culture fit' of the new recruits during the selection process. Assume that you are the HR manager, prepare a check list of 10 points based on which the culture fit of the new employees could be identified (e.g. whether the graduate has an appreciation of farming?)
3. Given the predominance of service sector (and jobs) in Indian economy, and the increasing trend of outsourcing of jobs in the manufacturing sector through contract workers, what would be the immediate and future role for trade unions in India? You must also consider that the government is pushing for a rapid growth in manufacturing sector with strategies such as 'Make in India' and changes in the labour laws.
4. Illustrate ANY ONE of the following performance evaluation format:
  - a. Graphic Rating Scale (Use a minimum of 5 KPAs)
  - b. Behaviourally Anchored Rating Scale (Use a minimum of 5 KPAs)
  - c. Balanced Score Card System (Use a minimum of 6 parameters from 4 dimensions)

5. Mr. Anand, Vice President (Stores) of a MNC retail giant received a request from Mr. Amar, Manager (L&D) for conducting a training program titled 'New Age Customer and Customer Relations' to senior staff members from its retail stores. Mr. Anand called Amar for a meeting and during the discussion asked Amar to prepare a one page report on: a) at least 3 reasons for conducting the program; b) objective and outcomes expected from the program; c) topics that will be covered in the program; and d) how the outcomes and impact of the program will be measured. Assume that you are Amar, prepare the report as sought by Mr. Anand.

6. The management of ABC limited, after a collective bargaining process, signed an agreement with the workers' union to pay an annual bonus of 14% and absorb all those contract workers who worked in the company continuously for 5 years or more. When the company notified a bonus of only 8%, and did not mention anything about regularisation of the contract workers, the union leaders met the management representatives and refused to accept the management decision. Management argued that since the company had incurred a revenue loss during the financial year, it is willing to pay only the mandatory bonus and will consider regularisation of contract staff in the following year. The unions disagreed with the management explanation. While refusing to accept the bonus the unions also threatened to escalate the matter and launch a strike. The company did not have any labour strike during the past 10 years. What should the management do?

7. Explain the meaning and purpose of: a) Basic Pay; b) Dearness Allowance; c) HRA; d) Gratuity; d) Provident Fund; e) Insurance and Medical benefits. How these are determined?

8. Assume that you are an operations manager in the following companies. If you were to estimate the manpower requirements of in each one of these companies what would be the basis on which you will estimate the manning norms for the indicated job categories (Indicate at least 2 indicators for example for a hotel it could be the number of rooms or room occupancy rate or number of events).

| Company            | Job Category               | Units for Manning Norm |
|--------------------|----------------------------|------------------------|
| BPO Company        | Customer Service Executive |                        |
| Large Hospital     | General Physicians         |                        |
| Large Retail Store | Sales Staff                |                        |
| Business School    | Assistant Professors       |                        |
| Bank               | Teller                     |                        |

9. Explain the contributions of a) Frederick Taylor; b) Elton Mayo; c) Frederick Herzberg; d) Michael Beer, et al. (Harvard), and e) Fombrun, et al. (Michigan) in the evolution of Human Resource Management.

10. What is the role of the state in employer- employee relations? What would be the conditions under which the state may actively assume an interventionist role; and what would be conditions under which the state can remain neutral? Illustrate your answer with at least 5 suitable situations