

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.
(For candidates admitted during the academic year 2011-2012 and thereafter)

SUBJECT CODE:11CM/MC/HR34

B.Com. / B.Com.(C.S) DEGREE EXAMINATION NOVEMBER 2013
COMMERCE
CORPORATE SECRETARYSHIP
THIRD SEMESTER

COURSE : MAJOR – CORE
PAPER : HUMAN RESOURCE MANAGEMENT
TIME : 3 HOURS **MAX. MARKS : 100**

SECTION A

Fill in the blanks: (20x1=20)

1. Of all the resources _____ is the only resource which does not depreciate with the passage of time.
2. Promotion may be either on the basis of _____ or _____.
3. When _____ ends selection begins.
4. _____ tests measure the latent ability or potential of a candidate to learn a new job or skill.
5. The purpose of _____ is to find out how a candidate behaves in stressful situation.
6. _____ allowance are paid to protect real income against inflation.
7. Ethics in HRM requires elimination of all kinds of discrimination and exploitation.

True or False:

8. Trained employees adopt the right work methods and it reduces accident rates.
9. Group Discussion is part of on – the -job training.
10. Appraisals are a serious business affecting the health, happiness and career prospects of the employees.
11. Despite high pay employee will continue to leave.
12. Job satisfaction is an integral component of organizational and an important element in industrial relations.
13. Generally HR functions which are critical and confidential are outsourced.

Match the following:

- | | |
|--------------------------|--|
| 14. Coaching | a) Ranking method |
| 15. Recruitment | b) Responsibility for training and grooming. |
| 16. Off-the job training | c) Training and feedback given to employees. |
| 17. Placement | d) Welcoming new employee |
| 18. Mentoring | e) Walk-ins |
| 19. Induction | f) Role playing |
| 20. Job Evaluation | g) Right person for the right job. |

SECTION B**Answer any FIVE questions: (max. 500 words)****(5x8=40)**

21. What are the objectives of Human Resource Management?
22. Explain External Sources of Recruitment.
23. Explain the purposes of Promotion.
24. Explain the need and importance of training.
25. What are the Factors influencing wages and salaries?
26. Explain the different types of Fringe Benefits offered by organizations.
27. Explain the HR ethical issues.

SECTION C**Answer the following: (max. 1200 words)**

28. Discuss the Methods of Performance Appraisal

(1x20=20)**OR**

What are the benefits and problems in Manpower Planning?

29. **Case Study**

(5x4=20)

A public sector organization recruited Mr. Alok an expert in a particular field of technical specialization with Ph.D. and other high qualifications at a senior level, one level below that of a director of the board. The company had a managing director and three functional directors on its board apart from government directors.

Mr. Alok at the time of recruitment to the company was working as No.2 in a Central Government research organization. Since he failed to get selected to the number 1 slot in that organization for political reasons, according to him. He chose to join the public sector company at one grade higher than that held by him in the government.

After joining the company, Mr. Alok represented to the Management that he should be granted at least three advance increments since in the government research organization where he had worked, he used to get extra honorarium to the extent of Rs. 50,000/ per annum for undertaking outside consultancy work. The management of the company refused to grant the advance increment to him since they felt that Mr. Alok's request cannot be dealt with in violation and it will lead to similar requests from other senior managers in the company.

After waiting for a few months, Mr. Alok submitted his resignation from the company. His superior, viz., the functional director concerned (Mr. Rajeev), advised the managing director that Mr. Alok was resigning because his request for higher salary has not been agreed to and that the matter needs review because it would be

difficult to recruit another expert of the same caliber as Mr. Alok. The Managing Director reconsidered the request and approved the grant of three advance increments to Mr. Alok provided he would serve the company at least till the date of his superannuating, which was two years away. The decision was communicated to Mr. Alok.

Mr. Alok once again felt insulted by being asked to agree to an unacceptable condition, viz., undertaking to continue in the company for two more years for the grant of additional increments to his salary, he thought he was fully justified in his case. He did not agree to the condition and after two months again submitted his resignation.

Mr. Rajeev discussed the matter with the Managing Director. The Managing Director stated that in return for the additional salary being granted to Mr. Alok which was not being given to any other senior manager of his status, he should display some commitment, to serve the company. Without such a commitment Mr. Alok might wait for an opportunity to look for greener pastures and leave the company after gaining a higher salary, vis-à-vis his other senior colleagues in the organization. The other employees would feel that the Management can be blackmailed by the so called experts into granting more benefits with the threat of resignation and the Management would lose its credibility.

The Managing Director, therefore, decided to accept the resignation of Mr. Alok, But Mr. Rajeev and other functional directors of the company were not happy with the decision as they felt that competitors of the company would gain by Mr. Alok's departure and, therefore, allowing Mr. Alok to quit would jeopardize the company's business interests.

Questions:

1. Do you agree Mr. Alok recruitment by the public sector company was the right decision? Why?
2. Was Mr. Alok right in demanding three increments.
3. Do you agree the Managing Director's decision to accept Mr. Alok;s resignation.
4. Was the management right for asking commitment by Mr. Alok for the increment?
5. Do you agree with Mr. Rajeev unhappiness over Mr. Alok's resignation?
