

STELLA MARIS COLLEGE (AUTONOMOUS) CHENNAI – 600 086.
(For candidates admitted during the academic year 2008-2009 & thereafter)

SUBJECT CODE: CM/MC/HR34

B.Com. DEGREE EXAMINATION NOVEMBER 2010
COMMERCE
THIRD SEMESTER

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

Section A

I Fill in the blanks: (10 x 1 = 10 Marks)

1. The functions of Human Resource Management can be broadly classified into _____ and _____.
2. Job Design is an attempt to match the job requirements with the capabilities of the _____.
3. Advertisements in newspapers and journals are widely used source of _____.
4. Burnout is the physical and emotional breakdown due to _____.
5. _____ is a formal and detailed study of jobs.
6. _____ means grouping of jobs into certain categories on some specified basis.
7. _____ Interview is fully planned to a high degree of accuracy and precision.
8. _____ Training is provided to minimize accidents and damage to machinery.
9. The leadership grid is advocated by _____.
10. In this method a training centre called _____ is set up and actual job conditions are duplicated or stimulated in it.

II True or False: (10 x 1 = 10 Marks)

11. Maintenance function is concerned with protecting and promoting the physical and mental health of employees.
12. Job evaluation involves payment of bonus under the payment of Bonus Act, 1965.
13. The human resource manager can serve as an internal change agent to initiate and spearhead necessary improvements in human resource practices.
14. Job family implies jobs of a similar nature.
15. Employee counseling serves as basis for determining the relative worth of different jobs.
16. Job identification describes the contents of a job in terms of the activities or tasks performed.
17. Performance evaluation or performance appraisal is the process of assessing the performance and progress of an employee or of a group of employees on a given job and his potential for future development.
18. Trained employees make more economical use of materials and machinery.
19. Good health and adequate safety of employees is essential for the successful functioning of industry.
20. Abraham Maslow's theory of human motivation published in 1943, brought out what is popularly known as the "Need-Hierarchy Theory."

Section B

III Answer any 5 questions: (max. 500 words) (5x8 = 40 Marks)

21. Explain the objectives of Human Resource Management
22. Explain the external sources of Job Recruitment in an organization.
23. Discuss the objectives of Performance Appraisal.
24. Explain the purposes and advantages of Promotion.
25. Discuss Abraham Maslow's theory of Human Motivation.
26. Explain the qualities a good leader should possess.
27. Explain the Statutory Provisions concerning employee's health as per the Factories Act, 1948.

Section C

IV Answer the following: (max. 1200 words) (1x20= 20 Marks)

28. Explain the main factors influencing wage or salary levels.

OR

Discuss Methods of Training.

V Case Study (5x4 = 20 Marks)

Case Study -I

Rane is a branch manager of a reputed bank and has earned a reputation for efficient operations. Recently, a divisional manager telephones Rane that a new branch office was to be opened in another city. The divisional manager also informed Rane that senior management is highly pleased with the way his branch office has been functioning in the past and would like him to recommend someone from his office for promotion as branch manager to manage the new branch.

Rane started analysis of his subordinate staff to determine who might make a good manager. He has narrowed his choice down to two persons within his office: Ms. Anita and Mr. Malla. Both Anita and Malla are young persons in early forties. Each has a management degree from reputed institutes. Anita usually seems more effective and tactful when dealing with customers. Both have low absenteeism record and either one would probably make a satisfactory manager for the new branch of the bank.

Rane has an impression that most people prefer male supervisors and women generally are not really interested in career and as manager might develop aggressive female tendencies. As such Malla may be an effective manager in a new workplace. Hence he recommended Malla for promotion as a branch manager in the bank's new branch.

Questions:

1. If you were Rane, whom would you recommend as head of the new branch? Give arguments in favour of your recommendations.
2. As HR manager, how would you handle Anita's feelings of being ignored?
3. Is Rane an effective manager?
4. Can a woman be an effective manager in MNC's? Give an example.
5. Whom does Rane refer for being an effective and tactful person?

(OR)

Case Study –II

Kaveri Construction Company is engaged in construction works established in Chennai. The organization is engaged in contract works of large projects of Public and Private Sectors. Mr. Anantha Raman is the Managing Director of the company. The company has assets worth Rs. 40 crores of construction equipment and machinery so as to help undertake all type of major construction works throughout the country. The company has its Head Office in Chennai and permanent Zonal Offices at Hyderabad, Bangalore, Nagpur and Bhopal and has various project assignments simultaneously.

Apart from this, the company has sufficient staff, technical and non-technical at each zonal office to execute and supervise the works. The company has an enviable network with all zonal offices.

Mr. Prashant Iyer is the Planning and Designing Engineer under whose supervision all project works are carried out at various sites. Since he is the senior most and experienced person in Project Planning and Construction Works, Mr. Anantha Raman deputed him at all times for site inspection, wherever the company's works are in progress. Therefore, Mr. Iyer used to be out of Chennai during a major part of the month. He had represented to Mr. Anantha Raman regarding his inability to be away from home for such a long period, since his wife being handicapped cannot be left alone to herself at Chennai during his long absence. Mr. Anantha Raman always use to say that he well look into it and did not take the matter as serious at any time.

With all this, Mr. Iyer was planning to leave the job and join some other company to avoid being on long tours. However, he decided to have a personal interview with the MD and explained his difficulties before taking a final decision.

After hearing patiently to the reasons faced by Mr. Iyer, the MD felt that the grounds are genuine and require a consideration. The MD assured him that he would take up his case with the Board of Directors for its approval for a permanent vacancy at Chennai Headquarter for a Planning and Design Engineer.

Questions:

1. How do you rate the performance of Mr. Iyer in the organization?
2. Was Mr. Iyer happy and motivated in his job?
3. What do you think of Mr. Anantha Raman?
4. Was Mr. Anantha Raman an effective problem solver?
5. What assurance did the MD give Mr. Iyer?

