

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

SUBJECT CODE: CM/MC/HR34

B.Com. DEGREE EXAMINATION NOVEMBER 2008
COMMERCE
THIRD SEMESTER

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

SECTION – A

Fill in the blanks

(8 X 1 = 8 Marks)

1. Organisations are not mere bricks, mortar, machineries or inventories. They are _____.
2. The functions of HRM can be broadly classified into _____ and _____.
3. Judging the suitability and choosing the most appropriate people is called _____.
4. _____ is the process of collecting and analyzing data relating to a job.
5. _____ is shifting of an employee from one job to another without any change in the job.
6. _____ can help a new employee overcome fear and anxiety.
7. _____ is the face to face interaction between two persons for a particular purpose.
8. Preventive and Curative are measures taken to protect employee's health against _____ hazards.

State if the following statements are true or false: (6 X 1 = 6 Marks)

9. Group Discussion is a useful means of judging the leadership ability and social traits of a candidate.
10. Perquisites include Provident Fund, Gratuity etc.
11. Need Hierarchy of Motivation was propounded by Abraham Harold Maslow.
12. Stress can manifest itself in both positive and negative way.
13. Industrial Relations means the relationship between Top Managers and Directors.
14. Nature of injury due to accidents can only be permanent.

Explain the term in a sentence.

(6 X 1 = 6 Marks)

15. QWL
16. Casual callers
17. Job evaluation
18. Eustress
19. Quality Circle (QC)
20. Delphi Technique

SECTION – B**ANSWER ANY FIVE QUESTIONS:****(5 x 8=40)**

20. Explain the Operative Functions of Human Resource Management.
21. State the objectives of Executive Development Programme.
22. What are the causes of unsatisfactory Labour Relations?
23. What are the causes of Indiscipline in the Organisation.
24. State the advantage and disadvantage of Promotion based on Seniority
25. Describe the Process of manpower Planning
26. Explain the factors which determines the wage or Salary levels.

SECTION – C**ANSWER ONE QUESTION FROM INTERNAL CHOICE (1 x 20 = 20 Marks)**

27. Explain the various methods of Evaluating Employee Performance.

Or

Critically examine the need hierarchy theory of motivation.

29. **Case Study I** (1 x 20 = 20 Marks)

Naik, AGM Materials, is fuming and fretting. He bumped into Kamath, GM Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly.

Naik has reason for his sudden outburst. He has been driven to the wall. Perhaps, details of the story will tell the reasons for Naik's behaviour and why he put in his papers, barely four months after he took up his present assignment.

The year was 2001 when Naik quit the prestigious SAIL plant at Vishakapatnam. As a manager materials, Naik employed powers – he could even place an order for materials worth Rs. 25 lakh. He needed nobody's prior approval.

Naik joined a pulp making plant located at Harihar in Karnataka, as AGM Materials. The plant is a part of the multi-product and multi - plant conglomerate owned by a prestigious business house in India. Obviously, perks, designation and reputation of the conglomerate lured Naik away from the public sector steel monolith.

When he joined the eucalyptus pulp making company, little did Naik realize that he needed prior approval to place an order for materials worth Rs.12 lakh. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker. He placed the order, materials arrived, were received, accepted and used up in the plant.

Trouble started when the bill for Rs.12 lakh came from the vendor. The accounts department withheld payment for the reason that the bill was nor endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Naik before placing the order.

Naik felt fumigated and cheated. A brief encounter with Kamath only aggravated the problem. Naik was curtly told that he should have known company rules before venturing Naik decided to quit.

Questions:

1. Do you think Naik's behaviour is justified. Why?
2. Did Naik follow the rules and policies as AGM Materials?
3. Do you think the orientation programme given to Naik is effective or in effective. Why?
4. What was the reason for not approving Naik's Rs.12 lakh order?
5. If you were Naik what would you have done?

Or

Case Study II Selecting a Programmer

Mariam has been a data processing supervisor for two years. She is in the process of selecting a candidate for a programmer trainee position, she has created. Her plan is to develop the trainee into a system analyst within two years. Since this is a fast track, she needs a candidate whose aptitude and motivation is high.

Fourteen candidates applied for the job in the employment section of the personnel department. Six were women, eight were men. An employment specialist screened the candidates for Mariam using a carefully prepared interview format that included questions to determine job-related skills. Six candidates, three women and three men, were referred to Mariam.

Mariam then conducted structured, in-depth interviews and further narrowed the selection to one woman and two men. Her boss, a company Vice-President, agrees with her judgment after hearing Mariam's description of the candidates. However, Mariam's boss feels particularly unsure of the abilities of the female candidate. From the selection interview, past job experience and education, there is no clear indication of the candidate's ability to perform the job. The Vice-President is insistent that Mariam should screen the candidate with a programmer aptitude test devised by a computer manufacturing firm. The test had been given four years ago, and some of the most successful current analysis had scored high on it.

Mariam went to the personnel department and asked them to administer the test to the 'questionable' candidate. The personnel manager informed her that the company policy had been to do no testing of any kind during the last two years. Mariam explained that the request had come from Vice-President and asked that she be given a decision on her request by Friday.

Questions

1. Identify and evaluate the stages of the selection process reflected in the case.
2. If you were Mariam, what would you do?
3. Why did the Vice-President express his doubt about the candidate's abilities?
4. Why did the Personnel Department forego the programmer aptitude test devised by the computer manufacturing firm?
5. Suggest a selection process which such organizations as that of Mariam's could adopt easily.

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