

II Semester M.B.A. (Day/Evening) Degree Examination, June/July 2007
(Updated Scheme)
MANAGEMENT

Paper – 2.3 : Human Resource Management

Time : 3 Hours

Max. Marks: 75

Instruction: Given Sectionwise.

SECTION – A

1. Answer **any six** from the following : (6×2=12)

- a) What is job sharing ?
- b) What is job design ?
- c) What is strategic HRM ?
- d) What is e-HR ?
- e) What is empowerment ?
- f) What is HR audit ?
- g) What is skills inventory ?
- h) What are assessment centres ?

SECTION – B

Answer **any four** from the following : (4×5=20)

2. "With ever growing outsourcing of HR activities, there is no place for HR department in an organisation structure". Give your viewpoint.
3. Identify two major challenges of HR manager and discuss how he or she should face them. Interviewing unqualified applicants can be a frustrating experience and a waste of time for managers, peers or whoever is responsible for interviewing. How can HR department minimise or eliminate this problem ?
4. What factors are contributing unions and management in India to adopt more cooperative strategies today ?

P.T.O.

5. Karoshi, a term coined by the Japanese, means “death from overwork”. Karoshi is now the second leading cause of death, after cancer, among Japanese workers. Put yourself in the place of a Japanese manager. What could you do to reduce the risk of Karoshi in your workers ? Do you think Karoshi will become a problem in India ?
6. Distinguish between job evaluation and performance appraisal. Why is job evaluation not conducted as regularly as performance appraisal ?
7. How important is it that the effectiveness of a training programme be measured in Rupee terms ? Why is it important to measure training effectiveness in the first place ?

SECTION – C

Answer **any three** questions from the following :

(3×10=30)

8. Describe the various steps in conducting HRD.
9. What are the components of executive compensation ? Identify the issues raised in connection with executive compensation. How to resolve such issues ?
10. Describe the ethical dilemmas involved in HRM. How to overcome the ethical dilemmas ?
11. Bring out the causes for industrial disputes. How to resolve them ? Which of the methods of resolving disputes is more relevant now ?
12. What are the uses of conducting job analysis ? How is job analysis conducted in the first place ?

SECTION – D

13. Read the following case carefully and answer the questions appended to it :

(1×13=13)

Star performer turned prankster

Anand was referred by another employee Gagan Sharma, the CFO of Vison. Anand and Gagan are childhood friends. Being an internal referral, the company called Anand immediately for an interview. Anand came with impressive credentials. He was a BE and MBA from the US and worked in a few leading MNCs in Delhi for over 14 years.

After a series of interviews with the parent company in the US, Anand was found to be an impressive candidate and Vizon found him to be an exact fit for what they were looking for. Vizon decided to make Anand an offer. The offer was generous in that they gave him a 50% hike over and above what he was currently getting plus a joining bonus and relocation expenses.

Vizon wanted Anand to join immediately as they had to transition a few projects into India and wanted Anand to handle the transition of these projects. However, Anand had to give two months notice to his current employer. Vizon agreed to pay off Anand's notice period so that he could join immediately.

Anand joined Vizon within 10 days and was sent immediately to the US on training for one month. In the interim, Anand's family shifted to Bangalore from Delhi. Vizon arranged for accommodation for the family, got his children into Bangalore's best schools and made sure they were well looked after.

Anand excelled in his training and came back to India with a number of unique ideas. Over the next three months, he travelled to the US and Europe to transition four major processes for Vizon into Bangalore. Anand earned a reputation to being an achiever and someone who could get things done.

On the completion of six months, Anand was confirmed and was given another 15% hike as confirmation bonus. The CEO of Vizon-India was highly pleased with Anand's performance and called the senior management team and their wives to his house for dinner and on the occasion felicitated Anand. Anand's wife found new friends among the senior manager's wives at Vizon. Anand's kids loved their new school and formed close friendships with other children in the apartment complex and also had a few Vizon children among their group of friends. Things could not be better for Anand and his family.

Over the six months that Anand was with Vizon, the HR department did the routine reference and document check that is required for senior management through a third party company called Adar Screens. Adar is globally renowned for their knowledge and thoroughness in background checks and is used by leading corporations across the globe to set credentials of executives.

During their check, Adar found that the information with regard to Anand's MBA was false and that Anand was not enrolled in the MBA college he claimed to have studied in the US.

Adar came and presented this information to the head of HR at Vizon, he in turn took them to meet the CEO of Vizon.

The CEO initially doubted the veracity of Adar's information but when presented with evidence, realised that it was indeed true.

It was apparent that Anand had lied about his educational qualifications.

The CEO was now in a dilemma. Four of Vizon's largest clients had Anand as the key accounts manager, in addition he had given Anand a position of prominence within the company and on many an occasion made it known that Anand was his blue eyed boy.

On a previous occasion, Vizon had discharged a junior employee who provided false information in his application blank. However, that was used more as an excuse, as the employee was not performing well and Vizon was looking for a way to get rid of him peacefully.

However, in Anand's case he was a top performer and liked by the rest of the team.

Questions:

- 1) What do you think that went wrong in the hiring process and what changes would you make to ensure that this would not arise again ?
 - 2) Gagan Sharma introduced Anand Sharma to Vizon and has known Anand for a long time. What action should he face ?
 - 3) What action should CEO of Vizon take against Anand ?
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