



II Semester M.B.A. (Day) Degree Examination, June/July 2013
(2007-08 Scheme)
MANAGEMENT

Paper 2.4 : Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following : (6x2=12)
- a) Define Human Resource Management.
 - b) What is Human Resource Planning ?
 - c) Mention the differences between Recruitment and Selection.
 - d) What do you understand by Socialization ?
 - e) What is Socio-Economic Environment ?
 - f) State any two features of Human Resource Information System.
 - g) What is Graphology ?
 - h) Define Dearness Allowance.

SECTION – B

- Answer **any three** of the following : (3x8=24)
- 2. Discuss the causes for decline of trade union movement in India.
 - 3. Describe the process of manpower planning.
 - 4. Explain important methods of training and development.
 - 5. "More emphasis should be placed on the internal supply of employees for meeting future employee needs because these individuals already know the organization".
Do you agree or disagree ? Discuss.
 - 6. Discuss extrinsic and intrinsic reward system.

P.T.O.



SECTION - C

Answer any two of the following questions : (2x12=24)

7. Explain HRM model with a diagram.
8. What are the major sources of Internal and External Recruitment ? Highlight its advantages and disadvantages.
9. Explain important methods of performance appraisal.

SECTION - D

Case study (Compulsory) : (15x1=15)

10. Grayco Resists Unionization

Scott Gray had started Grayco Film Processors more than fifteen years ago. Beginning with only \$8,000 to borrowed capital, Gray had built a company employing three hundred people and doing more than \$15 million of mail-order film processing a year. The firm had always paid higher wages and given better benefits than comparable employers in the community. While Gray expected "a day's work for a day's pay", he thought his employees were generally contented with the pay, benefits and working conditions in his firm. However, about sixty days ago, Cathy West, Grayco's personnel manager, had mentioned to Gray that there were attempts under way by the Amalgamated Radio, Television and Film Technicians union to organize the firm's film processors. She said that she had seen several organizers handling out something that looked like union literature in front of the plant. West asked Gray if he would approve an information campaign to counter "the union's propaganda". Gray concurred.

It was a Monday morning and Gray was in his office early to go through the mail and memorandums that had accumulated from late in the previous week. As he went through the stack of correspondence, he found a copy of a form letter from Cathy West. A note attached advised Gray that she had sent this letter to the home of each of the 170 film processors working for the company. It read :

Dear Employee :

It has come to my attention that the Amalgamated Radio, Television and Film Technicians is currently encouraging you to join their union for the purpose of having them be your representative in collective bargaining with Grayco Film Processors. We believe you have nothing to gain by joining this union and your best interests will continue to be served by keeping Grayco nonunion.



Speaking for the management of Grayco, I want to assure you we have no intention of recognizing a union as your bargaining agent. Further, you should consider this as a formal warning that any of our employees found to be supporting this organizing effort will be fired immediately.

Grayco has grown and prospered by treating all of its employees fairly. We expect to continue to act in this tradition. As a result, we see no reason for you to entertain thoughts of unionization.

Sincerely,
Cathy West
Director of Personnel

Scott Gray read the letter several times. He couldn't believe his eyes. "So this is what Cathy West meant by an information campaign!"

Questions :

- 1) Would you consider this letter to be consistent with "an information campaign" ?
 - 2) The letter is illegal. Why ?
 - 3) How would you have worded a letter to employees that was legal ?
 - 4) What would you do now if you were Mr. Gray ?
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