

Ramchandran

In the light of above statement, define potential appraisal and also mention the rationale behind it. How is an employee's potential appraised? You can also explain your answer with some real-life examples from corporate India.

QN. 6. What are the reasons for work-life imbalance of Indian women professionals? Reflect on the evils of work-life imbalance on women professionals in India. Suggest how to balance between work life and home life of women professionals in India.

QN. 7. Who are Generation - Y employees? Highlight their salient characteristics. What are the key issues involved in managing Generation Y employees?

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Second Semester

MBA- BA

END SEMESTER EXAMINATION May -2019

PAPER CODE: MB 201 & TITLE OF PAPER: Human Resource Management

Time: 3:00 Hours

Max. Marks : 60

Note : (i) Answer in all FIVE questions including Question Number 1 on Case study which is compulsory.
(ii) Question no 1 on Case Study carries 20 marks and question Nos. 2 to 7 carry 10 marks each.

QN. 1. Go through the following Case Study and answer the questions given at the end of the study:

XYZ Limited is a public sector undertaking with a staff strength of around 1,200 including 300 officers. As per the recruitment policy of the Company, most employees join as trainees and post completion of training, are absorbed at the lowest level. Thus, most start as Technician/Operator Trainees, and officers, as Management Trainees. The company avoided the direct recruitments for higher positions and endorsed the idea of internal job promotions and did so only in case of urgent requirements which could not be filled by eligible candidates from within the organization..

In eighties, the company urgently needed one Junior Engineer (Instrumentation) to take charge of one of its plants. At that time, the company had four Junior Engineers (JEs) in position who had joined as Management Trainees and had been regularized just the previous year. Immediately above them was an Assistant Engineer,

who in turn reported to the Project Manager. The company released an advertisement for the post of JE, seeking applications from those with at least two years' experience in the field. One Mr. Ramesh Chaudhari, who had four years' experience in a private concern applied and was selected. He found the terms of appointment lucrative and joined the company in September 1983. As four JEs were already working in the company, Chaudhari became the Junior-most JE. As per the promotion policy of the company; the four JEs would become eligible for promotion to the post of 'Assistant Engineer' in 1986 (on completion of four years' service) and Chaudhari in 1987.

- 28 -
In October 1984, the Assistant Engineer left his job and hence, the company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of five years' experience. Chaudhari met the specification since he had four years previous experience plus one year in XYZ Ltd. Therefore, he applied for the post through proper channel. The company decided to call the eligible candidates for interview. Accordingly, Chaudhari was also called along with the external candidates. He performed exceedingly well in the interview and was found suitable for the post. The General Manager (GM), who was chairman of the selection committee, congratulated Chaudhari and told him that he had been selected.

However, the GM changed his mind subsequently and asked the Personnel Officer not to issue the appointment letter to Chaudhari. He gave the following reasons for reverting his decision:

1. Mr. Chaudhari would get a higher post after completion of just over one year's service in the organization as against the normal requirement of four years.
2. When Mr. Chaudhari joined, he was junior to the four JEs by about one year. If he was offered the higher post, he would suddenly become their boss. This would demoralise the JEs-in

fact they had already decided to seek jobs elsewhere if Chaudhari became Assistant Engineer.

The GM was convinced that he could not afford to lose four JEs and therefore, he chose not to appoint Chaudhari.

Questions

1. If Chaudhari had been an external candidate, would he have got the job? As an internal candidate, did he deserve to be treated in a different way?

2. Did the management make a mistake in calling Chaudhari for an interview and selecting him, when he was "too junior" in the organization?

QN. 2. "If I have six hours to chop down a tree, I would spend the first four sharpening the axe."
- Abraham Lincoln

In the light of this statement, appreciate the importance of human resource planning (HRP) in modern day organizations. Also delineate the HRP process generally followed by Indian business organizations.

QN. 3. What are the objectives of employee training?

Distinguish between training, development and education. Discuss the steps involved in conducting a training programme in a systematic way.

QN. 4. Identify the causes of employee grievance. Justify the need for grievance redressal. Also, outline the grievance redressal procedure followed by Indian organizations.

QN. 5. "People are like icebergs. What you see above the surface (i.e. performance) is only a small part. A large part of the attributes needed to perform excellently in a future job, which I call potential, is not immediately visible. It is hidden below surface." - K.