

Dr. V. N. Bedekar Institute of Research and Management Studies
MMS First Year Semester - II Examination April 2007
Human Resource Management

Marks – 100

Time – 3 Hours

NOTE:

- 1 Question No.1 is compulsory.
- 2 From the remaining questions attempt any four.
- 3 Each question carries 20 marks.

Q1 CASE STUDY:

Milk Products Limited is engaged in collecting, processing, and distributing milk and milk products in a large city in South India. Most of the products of the company are such that these have to be distributed on daily basis. The company has a crew of distributors who approach the fixed customers, both bulk buyers and individuals. Mr. K. Ramesh joined the crew of distributors after his graduation. The Distribution Manager was quite impressed with Mr. Ramesh, but initially could not offer him a better job than that of a Distributor. However, he promised to give him better placement as and when available. Mr. Ramesh joined gladly.

The distributors were employed on monthly salary basis. In order to ensure distribution of the products, the company had a provision of over-time pay. Normally, crew members worked slowly in the beginning just to accumulate over-time pay. The pace became hectic towards the end of the day, with some over time to meet the distribution schedule. There was no group leader but there were several old-timers who influenced new comers regarding the work rules. Mr. Ramesh did not like this method of working but had to follow the group to be a good team mate. He gathered that over the years, the company had paid around sixty per cent overtime unnecessarily.

After a year, impressed by the work of Mr. Ramesh and his overall suitability, the Distribution Manager offered him the position of Distribution Supervisor. The basic duty of supervisor was to look after the distribution system and to develop new customers in a given area. Besides Mr. Ramesh, there were four other supervisors. Ramesh was sure of making distribution system effective as he was aware about the delaying tactics of the crew. He was quite sure about cutting the overtime cost and impressing upon the manager about fixing the quota of work per day in two parts before lunch and after lunch. The Distribution Manager was convinced and introduced the system. However, the efficiency dropped down considerably and no crew member was near the target.

Questions:

- a. What were the reasons for decreased efficiency in the new system?
- b. Advise Mr. Ramesh and Distribution Manager about the future course of action.
- c. What training strategies would you recommend for successful expansion and development of Milk Products Limited?

Q 2 You have recently passed MMS Examination with HRM specialization. A large Steel Manufacturing Company has appointed you as their HR Manager. The company employs 720 persons in all. You have been given the complete charge of the company's HR Department.

Questions:

- a. Point out what functions you would be performing.
- b. What problems do you foresee in your job?
- c. What steps would you take to perform your job efficiently?

Q 3 Discuss the concept of Management Development. Critically examine 'off-the-job' methods of Executive Development.

Q 4 What are the specifications for selection of persons for junior managerial positions? Discuss the selection process that would be followed by a well reputed large company.

Q 5 "Motivation is the function of individuals, job design and work environment". Explain. Bring out the connection between job satisfaction, morale and employee turnover.

Q 7 "Organisational change has to be managed on technological, social, and economic dimensions." Elaborate. What precautions must be taken in a democratic set-up to make a change acceptable to the personnel?

Q 8 Explain briefly any two:

- a. Reengineering
- b. Counselling
- c. Organisation Development
- d. MBO Approach