

Roll No.

Total No. of Pages : 03

Total No. of Questions : 06

MBA (PIT) (Sem.-2)
HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-203

M.Code : 51191

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains SIX questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR questions each carrying TEN marks each and student has to attempt ALL questions.
3. SECTION-C is consist of ONE Case Study carrying EIGHT marks.
4. All Questions are Compulsory.

SECTION-A

1. Write briefly :
 - a) Human Resource Development.
 - b) Carrier planning.
 - c) QWL.
 - d) Job Satisfaction.
 - e) Grievances.
 - f) Collective bargaining.

SECTION-B

2. Difference between job analyses and job description. Discuss the concept in detail.
3. What do you mean by performance Appraisal? Discuss various method of Performance Appraisal.
4. Which method of wage payment is better, time rate or piece rate? Give reason for your answer.
5. What is Quality circle? Discuss various contemporary issues in HRM.

SECTION-C

6. CASE STUDY :

Roger was ecstatic. The city administration had just approved his development plan to build a mega retail store/service garage across the street from his current location. The store would contain many new product lines, and the service garage would now offer state-of-the-art computer diagnostic equipment. He had thought of everything : the financing, a marketing plan, the slick new building, and the grand opening. And now, three months before the grand opening, he has hired you to see if there are any improvements that he could possibly, make to his HRM practices.

Roger's Tire Experts has no HR department or manager because Roger insists on making all HR-related decisions himself. The business currently employs 50 people and would likely need another 100 or more. The thought of hiring people makes Roger cringe. According to Roger, employees cost money and they usually didn't have a "customer service" attitude, especially "the young ones".

Roger's policy had been to hire his staff in a local hotel bar based on two criteria :

- a) They must belong to the men's club of which his is a member; and
- b) They must beat him in an arm wrestling match.

Roger uses the hotel bar to do business regularly. In fact, every Saturday, he buys the boys a beer after work and tells them what he thinks of their work. He figures that the beer will dull the impact of the performance review.

Last Monday evening, Jimmy, a farmer in the surrounding area, approached Roger in the bar and asked for a job. He met Roger's stringent criteria, and Roger happened to have an opening. Roger recently fired the service manager. Larry, for spending an hour in the only toilet stall that the store had. Although this was the first incident of this nature in Larry's five years of employment, Roger felt that he had to take a stand. Because Jimmy had a large family, Roger agreed to pay him what Larry was being paid when he was dismissed. Tuesday morning, Roger showed Jimmy where the Service Centre was, introduced him to the 10 mechanics that would be reporting to him and then left Jimmy to himself. Jimmy, not knowing what he was supposed to do, groaned as he saw a number of customers heading his way. As he turned away from the customers, he overheard the mechanics complaining about the limited possibilities for moving up in the company.

The other day a female mechanic with five years' experience asked Roger for a job in his new store, but Roger laughed and told her, "Go home where you belong. Women don't belong in a tire store; it's too dangerous." In fact, it is dangerous. That very day a junior mechanic (Nathan, a 14 year old boy) was seriously injured when he tried to change a

muffler without stopping the car's engine and while the car was held up only with a chain tied to the track of the overhead door. The customer was in a rush, and Roger had insisted that Nathan do the work quickly (for extra cash under the table). Nathan had never done this type of work before and didn't really want to do the work (but he knew he would get fired if he didn't). While doing the work, Nathan tripped over several used tires and knocked himself out on the cans of house paint that were being stored next to the welding equipment in the garage.

"I just can't get good staff anymore; they either want to join a union, fight over whose getting paid the most, or leave," Roger grumbled, "Where has the work ethic gone?" He had overheard his Sporting Goods manager, Colette, talking to the Hardware staff about joining a union. Roger noted to himself that he must give Colette an extra poor performance evaluation next year. Also, Roger planned to tell his staff that, if they continue with this union business, he would fire them all. However, with an annual turnover rate of 66%, Roger's store had a *revolving door*.

You are now contemplating the situation at Roger's Tire Experts. As an experienced HR consultant you have come across this type of situation many times. It's typical for managers who are less interested in the people side of their operation to ignore it or experience difficulties. In your report to Roger, answer the following questions :

Question :

- a) What are all the HRM problems that exist?
- b) What are the current and potential consequences of each of these problems?
- c) What might be the financial cost to Roger's Tire if Roger continued to use the same HR practices?
- d) Besides Roger himself, what is the root cause of the problems?
- e) What are the more immediate problems that need to be addressed now?
- f) What are the options that exist for addressing all the problems? What are the advantages and disadvantages of each option?
- g) Prepare a report for Roger that provides the specific guidance that he needs to be successful.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.