



Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

## POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20) END TERM EXAMINATION (TERM - III)

Subject Name: **Human Resource Management**

Time: **02.00 hrs**

Sub. Code: **PG17**

Max Marks: **50**

### Note:

1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.
2. All questions are compulsory in Section A, B & C. Section A carries 2 Case Studies of 10 marks each, Section B carries 2 questions of 10 marks each and Section C carries 5 questions of 2 marks each.

### SECTION - A

**10×02 = 20 Marks**

#### Q. 1: Case Study:

A Multinational Company specialized in food processing has been operating in India for about 3 decades. The Company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 km away from its present site. As the workers transferred to the new site were living in town, the union demanded an increase of Rs. 60/- per month in the salary, but the Company offered to give Rs. 25/- only to cover the transport cost. When the plant was being shifted to the new site, negotiations went on uninterrupted between the Management and the Union on this issue. However both the parties could not come to a settlement even after 6 months.

The Management was firm on their decision even though the union indicated some flexibility. The Union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the Management. The production went down drastically, but still the Management was firm on their stand. In the meanwhile the Management charge-sheeted some of the Trade Union leaders and suspended them.

#### Questions:

- i. Analyze the case given above and elucidate the problem and causes.
- ii. As a General Manager – HR of this Company how would you resolve the problem?

#### Q.2: Case Study:

A Texas based Holding Company specializing in automotive dealerships was growing by acquisition throughout the state. It initially had 18 locations with 400 employees. Their continued growth plans brought them to a decision point of either needing to hire a larger staff and train them or look at partnering with some outsourcing consultant. Nevertheless, the company can maximize efficiencies using technology.

*Critical expertise was needed in following areas:*

- HR (Compliance, Payroll & Benefits Administration, Bill reconciliation Overall HR issues, Training, etc).
- A technology platform and the expertise to run it efficiently for all locations.

**Question: Company does not have sufficient staff to handle this new growth. Carry out detailed Human Resource planning to solve the matter. How many more people in different areas should be hired by the company? (Hint: should the company continue to grow a department that is not core to business)**

**SECTION – B**

**10×02 = 20 Marks**

Q. 3: Suggest a performance appraisal plan which shall address the following requirements:

- Should give a wider choice to the appraiser while evaluating the employee.
- Should take feedback of all parties in contact with the employee.
- Consider critical behavior of an employee to differentiate effective and non-effective performance on the job.
- The plan should operate under the assumption that employee performance level conforms to a normal statistical distribution.

Q. 4: Suppose you manage a small business with 30 employees. You discover that some employees are motivated by money, while others are motivated by security. Also there are some who want some other benefits as part of their compensation. Suggest a detailed compensation plan for such company. Describe each element in detail.

**SECTION – C**

**02×05 = 10 Marks**

Q.5 (A): Discuss in brief- the impractical face of attempting work-life balance?

Q. 5 (B): An individual hired for a position finds out that the work he was asked to do was not the work he was hired to do. Is it possible? How?

Q. 5 (C): Suppose a key employee has just resigned and you are the department manager. After you have sent your request for replacement, how could you help the recruiter to find the best replacement?

Q. 5 (D): Which training techniques do you recommend for each of the following occupations? Why? (1) A Welder (2) Office Assistant

Q. 5 (E): “Outsourcing makes sense for organizations or could create a problem”. Discuss.