



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

POST GRADUATE DIPLOMA IN MANAGEMENT (2018-20) MID TERM EXAMINATIONS (TERM -III)

Subject Name: **Human Resource Management**
Sub. Code: **PG-17**

Time: **01.30 hrs**
Max Marks: **20**

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 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION – A

04+04 = 08 Marks

Q. 1: Case Study: **Honesty Testing at Carter Cleaning Company**

Jennifer Carter, president of Carter Cleaning Centers, and her father have what the latter describes as an easy but hard job when it comes to screening job applicants. It is easy because for two important jobs, the people who actually do the pressing and those who do the cleaning-spotting-the applicants are easily screened with about 20 minutes of on-the-job testing. As with typists, as Jennifer points out, "Applicants either know how to press clothes fast enough or how to use cleaning chemicals and machines, or they don't, and we find out very quickly by just trying them out on the job." On the other hand, applicant screening for the stores can also frustratingly hard because of the nature of some of the other qualities that Jennifer would like to screen for.

Two of the most critical problems facing her company are employee turnover and employee honesty. Jennifer and her father sorely need to implement practices that will reduce the rate of employee turnover. If there is a way to do this through employee testing and screening techniques, Jennifer would like to know about it because of the management time and money that are now being wasted by the never-ending need to recruit and hire new employees. Of even greater concern to Jennifer and her father is the need to institute new practices to screen out those employees who may be predisposed to steal from the company.

Employee theft is an enormous problem for Carter Cleaning Centers, and one that is not just limited to employees who handle the cash. For example, the cleaner spotter and/or the presser often open the store themselves, without a manager present, to get the day's work started, and it is not unusual to have one or more of these people steal supplies or "run a route." Running a route means that an employee canvasses his or her neighborhood to pick up people's clothes for Cleaning and then secretly cleans and presses them in the Carter store, using the company's supplies, gas, and power. It would also not be unusual for an unsupervised person (or his or her supervisor, for that matter) to accept a one-hour rush order for cleaning or laundering, quickly clean and press the item, and return it to the customer for payment without making out a proper ticket for the item posting the sale. The money, of course, goes into the worker's pocket instead of into the cash register.

The more serious problem concerns the store manager and the counter workers who actually handle the cash. According to Jack Carter, "You would not believe the creativity employees use to get around the management controls we set up to cut down on employee theft." As one extreme example of this felonious creativity, Jack tells the following story: "To cut down on the amount of money my employees were stealing, I had a small sign painted and placed in front of all our cash registers. The sign said: YOUR ENTIRE ORDERFREE IF WE DON'T GIVE YOU A CASH

REGISTERRECEIPT WHEN YOU PAY. CALL 552-0235. It was my intention with this sign to force all our cash-handling employees to place their receipts into the cash register where they would be recorded for my accountants. After all, if all the cash that comes in is recorded in the cash register, then we should have a much better handle on stealing in our stores, right? Well, one of our managers found a diabolical way around this. I came into the store one night and noticed that the cash register this particular manager was using just didn't look right, although the sign was dutifully placed in front of it. It turned out that every afternoon at about 5:00 P.M. when the other employees left, this character would pull his own cash register out of a box that he hid underneath our supplies. Customers coming in would notice the sign and of course the fact that he was meticulous in ringing up every sale. But unknown to them and us, for about five months the sales that came in for about an hour every day went into his cash register, not mine. It took us that long to figure out where our cash for that store was going".

Jennifer would like you to answer the following questions.

Questions:

1(a). What would be the advantages and disadvantages to Jennifer's company of routinely administering honesty tests to all its employees?

1(b). Specifically, what other screening techniques could the company use to screen out theft-prone and turnover-prone employees, and how exactly could these be used?

SECTION – B

02×03 = 06 Marks

Q. 2: What kind of blend of human resource in libraries and information institutions are likely to be in demand in the foreseeable future.

Q. 3: Discuss one example of strategies made at top human resource management level for a company which is going to be taken over by a big company in coming few months.

Q. 4: Explain Toyota's effort for Cross-cultural management.

SECTION – C

03×02 = 06 Marks

Q.5. Do regulatory environment by HR poses restrictions on organizations? Justify your answer with appropriate explanation.

Q. 6. How does the recruitment and selection process for the post of security guard will differ from that of a teacher.