



MBA.F.II/04.13.0364

**MBA DEGREE (FT) II SEMESTER EXAMINATION APRIL 2013**

**SMS 2204 HUMAN RESOURCE MANAGEMENT**  
(2012 Admission)

Time : 3 Hours

Maximum Marks : 50

**PART A**

(Answer *ALL* questions)

(5 x 2 = 10)

1. Define 'Human Resource Management'.
2. What are the objectives of human resource planning?
3. What do you understand by career management?
4. Write any four strategies used for stress management.
5. What is industrial relation?

**PART B**

(Answer *ANY FIVE* questions)

(5 x 4 = 20)

6. What are the objectives of human resource management? Explain.
7. Briefly explain the procedure for the selection of management trainees in a public sector enterprise.
8. What are the various methods of training given to employees? Explain.
9. What are the salient features of wage and salary administration?
10. What are the factors considered for the promotion of employees?
11. What are the various methods followed for the performance appraisal of employees?
12. Explain the procedure for grievance handling in a public sector enterprise.

**PART C**

(Answer *ANY TWO* questions)

(2 x 10 = 20)

13. What are the various steps taken for human resource development? Explain.
14. What is work-life balance? Suggest suitable strategies for ensuring work-life balance to employees.
15. Case analysis.

Naushad Forbes, Director at Forbes Marshall, says the Pune based engineering company has changed its attitude towards workers employed on contract. "Instead of thinking about how much they cost, we look at their productivity" says Forbes. "We found many contract workers. Our outlook on their training and skill development has changed".

(P.T.O)

Companies prefer having part of their workforce on contract to retain the flexibility to adjust to business cycles and also to save costs they would have to incur on permanent staff. "During the lean period we need only 40 per cent of the people we need during the peak", says Prateep Bhargava, Executive Director, Cummins India. Maruti, which terminated pacts with labour contractors at the Manesar plant, now hires workers directly. Since October 2012 it has hired about 1500 temporary workers in place of contract workers. The temporary workers account for 40% of the total workforce at the factory. Their tenure is subject to market conditions.

Bhargava, the Chairman of the confederation of Indian industry's western regional council is spearheading a CII pilot project which is targeting an improvement in the lot of contract workers. Tata steel Vice-Chairman B. Muthuraman and Rajeev Dubey, who heads human resources at Mahindra & Mahindra Group, are also part of the initiative. Other companies that are supporting the move include consumer goods maker Hindustan Uniliver and engineering companies, Larsen & Toubro, Godrej and Boyce and Thermax. "Companies are trying to use more contract workers to keep costs low and take in super-profits".

#### Questions

- (a) As a HR Manager, will you prefer contract labourer in the place of permanent worker? Justify your answer.
- (b) What are the problems of contract labourers?
- (c) Discuss cost-benefit aspects of contract labourers in corporate enterprises.

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