



**HAYRACHANA
UNIVERSITY**
a UGC recognized University

School: School of Business and Law
Program/s: MBA
Year: 1st **Semester:** 2nd
Examination: End Semester Examination
Examination year: May 2023

Course Code: HR 103 **Course Name:** Human Resource Management
Date: 22/05/2023
Time: 14:00 to 16:00

Total Marks: 40
Total Pages:

Instructions:

- Write each answer on a new page.
- This paper contains 5 questions.
- Attempt any four questions.
- The marks assigned to questions are shown at the end of each question in square bracket.

Q. No.	Details	Marks	COs*	BTL#
Q.1	<p>a) What do you mean by Grievances? Discuss various causes of Grievances in the organizations. Explain the process of Grievance handling with the help of suitable illustrations?</p> <p>b) What are the challenges before Human Resource Management in current times? Discuss</p>	5 5	CO5, CO 6	BT1, BT2, BT 3, BT 4
Q.2	<p>Case study</p> <p>Jim Delaney, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way, as he puts it, and arguments ensue between Jim, the employee, and the employee's supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specification' While it's not rocket science, as Jim puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower.</p> <p>The order processing department is another example. Jim has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial.</p> <p>The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions.</p>		CO3, CO4	BT1, BT3, BT6

	<p>The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.</p> <p>Questions</p> <p>a) What do you think of Apex's training process? Does it help improving the performance of employees?</p> <p>b) Explain in detail what you would do to improve the training process at Apex?</p>	[5]		
Q.3	<p>a) "Performance management is important in accomplishing organizational goals". Why?</p> <p>b) What is the significance of good industrial relations?</p>	[5]	CO3, Co4, CO 6	BT2, BT3, BT4
Q.4	<p>THE RIGHT MIX OF PEOPLE</p> <p>Mr. Sharma has a small business set up employing 1000 workers. Now he is planning to further expand his workforce. He discusses the situation with the new human resource manager of the organisation. He expresses his interest to have a mix of old people who have a better understanding of the running processes and new joiner who are more tech savvy and hold professional degrees.</p> <p>Assuming that you are a human resource manager, what would you suggest Mr. Sharma so that he is able to manage his human resource efficiently?</p>	10	CO3, CO4	BT2, BT3, BT4
Q.5	<p>Supposing you have been appointed as the HR manager of a newly established organization with more than 1000 employees of different categories. Outline the policies you would put in place and give your rationale.</p>	10	CO3, Co4	BT1, BT2, BT 4