

University of Pune
Department of Management Sciences
MBA-BT Semester IV
Semester End Exams April 2011
205-HRM in Hi Tech Environment

Maximum Marks: 60

Time: 3Hrs

- Instructions :-** (1) Question NO. 7 and 8 (case study) are compulsory
(2) Attempt any 4 Questions from the remaining.
(3) Each Question (including case study) carries 10 Marks
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- Q. NO. – 1** Importance of ‘**Human Resource Management**’ (HRM) has substantially increased in 21st century. How you visualize the **Role of HRM in today’s ‘Hi- Tech’ industrial environment?**
- Q. NO. – 2** ‘**Motivating**’ capable employees is a challenge before today’s HRM. What are the new ideas HRM will have to try for ‘Motivating’ capable employees?
- Q. NO. – 3** ‘**Performance Management (Appraisal)**’ has become a key responsibility of HRM. Explain the areas and objectives for which HRM can utilize ‘Performance Management (Appraisal)’ ?
- Q. NO. – 4** What is difference between a ‘**Leader**’ and a ‘**Manager**’? ‘**Leadership Style**’ of a Manager makes good impact on the success of a Manager. Discuss various ‘Leadership Styles’ and also indicate which ‘Leadership Style’ should be adopted by a **Manager**?
- Q. NO. – 5** What is importance of ‘**Manpower Planning**’? How its’ process starts? Which are factors HRM has to consider while doing ‘Manpower Planning’?
- Q. NO. – 6** Discuss various methods of ‘**Recruitment**’ and various and innovative methods of ‘**Selection**’ adopted by many companies recently while selecting the new employees.
- Q. NO. – 7** **Case study – Sharf Corporation – Attached** – Read the case and reply the Questions given below the case.
- Q. NO. – 8** **Case study – A B C Corporation – Attached** - Read the case and reply the Questions given below the case.

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Case Study :- Sharf Corporation Ltd.

Sharf Corporation Ltd. Is a medium size company in automobile industry producing and distributing Motorbikes. Rahul, an engineer by qualification was working with this company for many years. He had gathered good experience of working in many Departments. Presently, he was working in ‘Warranty Claims’ Dept. His responsibilities included settlement of warranty claims, advising Field Engineers about warranty guide lines and also regarding services to the customers, mainly to those engineers working with Dealers and Distributors. Considering his expertise and experience in the present Dept., his bos – Mohan Tondan – had assigned to him the responsibility of ‘Computerization of Warrant Claims’.

One day Rahul heard of an opening of ‘Field Engineer’ position in the company. He was very much interested to work as ‘Field Engineer’. Therefore, as a first step, he approached his immediate superior Mr. Mohan Tondan; and asked to be considered as ‘Field Engineer’. Rahul pleaded that he is adequately qualified to become a ‘Field Engineer’. The idea was rejected by Mr. Mohan Tondan with comments , “ Let’s talk about it latter”.

In the mean time, Mohan Tondan left for business trip. During the absence of Mohan Tondan, Rahul talked to Milind, who was in-charge of Customer Service Dept and also boss of Mohan Tondan. Milind listened to Rahul carefully and recognised

that Rahul is qualified for the position of 'Field Engineer'. Milind was also favored promoting young talent from within the organisation.

A week later, Mohan Tondan returned from the business tour. One day he called Rahul in his office and opened the conversation as follows –

“ I understand, you talked to Mr. Milind in my absence about getting the position of 'Field Engineer'. I can not let you take this position. You know, we have switched to computerised 'Warranty Claim Processing System'. The system is not yet fully implemented and is still in experimental basis. You have broadest experience in a team of my Ten subordinates and I depend on you.”

Rahul was shocked. He was upset as he3 was denied the promotion of 'Field Engineer'; although he was the best person in a group of Ten subordinates.

One week later, Rahul came to know that the position of 'Field Engineer' is filled by taking candidate from outside the organisation. **Rahul was in a fix to decide about his next move.**

- Questions –

1. What would you do if you were in position of Rahul ? (Give reasons)
2. Comment on the behaviour of Mohan Tondan as a 'Manager'
3. How you see 'Staffing' (Recruitment) Policy' of the company ?
4. If you are in position of Mohan Tondan, how you would have handled the case of Rahul ?

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Case Study :- A B C Corporation

A B C Corporation is a medium size manufacturing company. The company was so far Marketing its products through the net-work of Dealers and Distributors. However, recently, the company realized that unless the company has its own 'Marketing Department', it is not possible to grow in today's global market conditions. Therefore, the Board of Directors decided in one of it's meetings that the company should start its own 'Marketing Department'. Accordingly, the CEO of the company Mr. Ramchandran was advised to find out the right kind of person, preferably within the organization, who can start the company's own 'Marketing Department'. The main responsibility of the person was to complete the Administrative formalities, evolve proper systems and procedures, divide various activities to be given to various 'Sections' in the 'Marketing Department' and make the Department to stand on its own feet at the earliest.

Accordingly, Mr. Ramchandran critically went through the files / details / achievements of many upcoming & promising employees in the company and finally short listed TWO candidate – (1) Mr. Ashok Marwa and (2) Mr. Promod Kumar. Their credentials are as under ----

Mr. Ashok Marwa has been working with the company for last 9 years. He has been very aggressive and 'Task Master'. He looks at the 'END' and NOT the 'Means'. Many a time, he is rough with the subordinates when it comes to meeting the dead lines. However, his subordinates appreciate his knowledge and capabilities. There are various 'Achievements' in his name in the company. He is popularly known as 'Go-getter' in his colleagues. He is capable of shouldering any higher responsibility. He is fast decision maker and likes to take risk also.

Mr. Pramod Kumar has been working with the company for Eleven years. He very capable and his work is of 'First rate' always. That way, he is not as aggressive and 'Task Master' as Mr. Ashok Marwa is. However, he is having different type of 'Leadership qualities'. He believes in 'Participative' style of Management. He always prefers to discuss the matters with the concerned people before taking any decision. He has proved to be successful everywhere the company has tried him. He plans properly and allocate the resources as per requirement. His subordinates are happy to work with him.

- Question -

If you are CEO, which person you will select to start company's new 'Marketing Department'? Give justification also.