

17

SVKM's
Narsee Monjee Institute of Management Studies (NMIMS)
School of Distance Learning

Semester I, 2009-10
MANAGEMENT OF HUMAN RESOURCES

DBM/PGDBM/DMM/PGDMM/DFM/PGDFM/DHRM/PGDHRM/DITM
Date: 30.12.2009 PGDITM/DSCM/PGDSCM/DBEM/PGDBEM
Duration: 3 hrs. TIME:- 11 to 2 pm' Total Marks: 100 ADITM/ADSCM

Note : 1) All Questions are compulsory. Each question has an internal options
2) Answer to each new question to be started on a fresh page.

Q.1 Attempt any 2 out of 4

10 marks

- What is HR Audit? Discuss the scope of HR Audit?
- Discuss the Development Dimensions of Personnel function
- Describe the process of Coaching.
- Discuss various methods of Performance Appraisal

Q.2 Write Short Notes (Any 3 out of 5)

15 marks

- Management by objective
- Assessment Centre
- Factors influencing HRM
- Human Resource Functions
- 360 degree appraisal

Q.3 Attempt any 3 out of 5

45 marks

- What is Human Resource planning? What are the steps involved in HRP? What are the guidelines to make HRP effective.
- Discuss the objectives and benefits of performance appraisal.
- What are the differences between Competency Mapping and Job Evaluation?
- Boom-time Human Resource Managers are facing challenges to maximize resources, reduce costs and meet the needs of diverse stake-holders. If you are the HR Manager what course you will take to steer the company in these tough times.
- What purpose training serve? Explain the ingredients of a good training programme for the employees at various levels in an organization.

Q.4 Case Study

30 marks

Read the case carefully and answer the following questions:

When Manisha Sharma's (Manisha) uncle, Hariprakash Sharma (Hariprakash), visited her at work in Modern Technologies (Modern), he was pleasantly surprised and amazed to see his niece working leisurely under a tree in the company's sprawling garden. Later over a cup of coffee in the company cafeteria, ariprakash asked Manisha how the company allowed its employees to be away from their desks. "doesn't this affect employee productivity?" he asked. Smiling at her uncle's amazement, Manisha explained, "My company believes in providing its employees with flexibility of working in an ideal environment rather than imposing restrictions upon them regarding the place of work. The company's effort towards creating a relaxed work environment has helped it in more than one way. It has resulted in developing a motivated and highly productive workforce. In fact the company is rated among the top three companies in the country for the fifth consecutive year, with regard to work culture and quality of work life."

Manisha went on to elaborate, "In fact, like modern, there are many other companies that also believe in providing their employees with an ideal work environment. These efforts are made to help employees cope with the stress associated with working on time-bound projects. Modern aims at creating a stress-free work environment. It does this by providing its employees with natural surroundings in which to work and with facilities such as a hygienically maintained cafeteria, a well-equipped gymnasium, tennis grounds, and a golf course.

Hariprakash listened to Manisha keenly. As they walked past the golf course, Hariprakash wondered aloud whether such strategies really worked. Manisha clarified his doubt stating that Modern was aiming the very few companied that had performed well during the last few years despite the economic recession.

The conversation between Manisha and Hariprakash revealed that modern implemented many such strategies to nurture a motivated workforce.

It offered facilites like telecommunicating flexitime, and a holiday on completeion of every six-week project schedule, all these were a part of the company's HR policy. Besides, the company provided excellent growth opportunities for exceptional performers. It had exclsive employee development plans that helped its member's progress through the career ladder. In addition to all this, the high salary structure in the organisaion enhanced employee loyalty towards the organisaion resulted in bringing down the attrition rate to a considered extent.

Hariprakash could now comprehend how the company benefited from it various strategies to provide a people-friendly work environment. "These efforts of Modern to provide a perople-friendly work environment", agrred hariprakash, "Helped retain the invaluable asses of the company-the people."

Questions :

1. "The modern corporate world has redefined the rules of work efficiency and aims at employee wellness, in order to obtain maximum productivity from its employees." In the context of the present case, discuss the various measures taken by the organization to enhance employee productivity by catering to employee wellness.
2. Organisations have introduced alternative work schedules to help their employees tackle work-related stress, thereby increasing their productivity. Describe the various alternative work schedules that help increase employee productivity.