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Reg. No. | | | | | | | | | |

II Semester M.B.A. (Day and Eve.) Degree Examination, December - 2022

MANAGEMENT

Managing Human Resources

(CBCS Scheme 2019-20 Onwards)

Paper : 2.3

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Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **FIVE** questions from the following. Each question carries **5** marks. **(5×5=25)**

1. What is HRM? Briefly explain the scope of HRM.
2. What is HR planning? Explain the different methods of HR planning.
3. What is employee attrition? Explain the strategies for managing attrition with examples.
4. Discuss the steps involved in the designing a training program.
5. State and explain the career anchors in career development.
6. Discuss the stages of development of transactional organisations.
7. Explain briefly the laws relating to employee relations.

SECTION - B

Answer any **THREE** questions from the following. Each question carries **10** marks. **(3×10=30)**

8. Explain the evolution of HRM and bring out its implications to HR managers of the new millennium.
9. Explain the selection techniques with the advantages and disadvantages.
10. State and explain the various components of remuneration.
11. Elaborate on the steps involved in expatriation process and discuss its relevance to international HR managers.

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SECTION-C

12. Compulsory Case Study : (1×15=15)

Adam, fresh from school was a newly recruited HR practitioner. During his one month into the job, he was asked to be in-charge of the orientation programme for the entire organisation. Being new, he followed closely to the processes. Recently, Roy joined the organisation and Adam was required to orientate him. On Roy's first day of work, Adam brought him around the organisation for introduction to the rest of the staffs. Unfortunately, Roy's assigned mentor was not around hence, Adam was unable to make an official introduction for Roy to meet up with his mentor. In the afternoon, during the HR briefing, Adam mentioned to Roy that there is a buddy system in place but it is only on an opt-in basis. Roy requested to opt for a buddy. Adam was rather surprised by Roy's request as according to Adam's manager-Jean, no one in the organisation has requested for a buddy.

Hence, Adam checked with Jean on the criteria in getting a buddy for Roy and according to her, Adam found out that it needed to be someone preferably from Roy's department. Having clarified on the criteria, Adam was supposed to get a buddy for Roy, unfortunately, this issue was clearly forgotten by Adam due to his busy schedule as he was involved in other HR matters as well and he did not follow up with Roy's request promptly.

One week later, Adam met Roy in a lunch gathering and Adam greeted Roy and asked him casually how is he doing and if he has adapted well to his job. Roy, asked Adam blatantly and angrily where is his buddy that he had requested. At that moment, Adam recalled on the existence of this request and unwittingly told Roy that he thought Roy was joking with him on the request for a buddy as he did not want to admit to Roy that he had clearly forgotten about the whole issue. Roy was very angered by Adam's response and told him off that he was very serious in getting a buddy and that its Adam's responsibility to do so. Adam, clearly embarrassed and guilty about his mistake, apologised immediately and promised to get him a buddy. On the very day, a buddy-Sam, was found for Roy. Roy was very unhappy with Adam and confronted Adam and his buddy when he was able to have an official meet up session with his mentor. Adam explained to Roy that the organisation has no current practice in place for meet up sessions to be arranged between mentors and mentees and its a practice for mentees to take self-initiative to do so in arranging for meetings with their mentors and also that his mentor is currently out of town and will only be back the next day. Adam, himself being a new staff also was at that moment in time speaking on personal experience and also based on what Jean had told him. Sam, who was present agreed and helped to explain to Roy on the practice. Roy kept quiet and Adam unknowingly thought that Roy has understood the organisation practice. Hence, Adam did not continue to check with Roy on this aspect.

The following day, Roy had a feedback session with his manager and Adam was called upon to sit in as a part of the orientation programme. Roy brought up the issue on Adam's failure to get him a buddy promptly and that he was not introduced to his mentor at all. He complained

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about the poor management of the HR mentor and buddy system and that it was not effective at all and that he expressed that he is very unhappy with Adam as he felt that he was not doing his job at all. Adam tried to explain to Roy and his manager about what happened and also reassured Roy that he will take his suggestions of improving on the system and was apologetic about the issue. He told Roy's manager that he will bring Roy to see his mentor after the session as his mentor is back in the office after being on leave for the past week. Roy was still very unhappy with Adam and continued telling Adam off in front of his manager.

Case Questions:-

1. On an HR practitioner point of view, what should Adam do to resolve the issue?
2. Roy is very unhappy with Adam and holds it against him even though all has been done and followed up. What should Adam as HR do to resolve this and should Jean, as Adam's manager do something?
3. What role does Roy's manager play Resolving this issue?
