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आभास - 048

406 - SPECIALIZATION - VII (MAJOR) 446 C

Human Resource Management
(Cases in Human Resource Management)

P. Pages : 6

Time : Three Hours

Max. Marks : 60

Instructions to Candidates :

1. Do not write anything on question paper except Seat No.
2. Answersheet should be written with blue ink only. Graph or diagram should be drawn with the same pen being used for writing paper or black HB pencil.
3. Students should note, no supplement will be provided.
4. All cases carry equal marks.
5. Attempt **any three** cases.

1. Case : I Job Specifications

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A mechanic operator spilled a large quantity of liquid on the floor around his machine. The supervisor told the operator to clean-up the spill. The operator refused stating that the specifications for his job did not include clean-up. Not having time to check the exact wording of the specifications, the supervisor called a service worker - a general helper kind of worker assigned to the department, to do the cleaning. The service worker was called at 2.55 p.m.; which happened to be just before the scheduled afternoon general ten-minute rest period shut down. But he refused to do the clean-up because he claimed that his job specification did not include such tasks.

On reviewing the three job specifications, it was found that the job specification of the machine operator stated that the operator was responsible for keeping the machine in clean operating order, but nothing about floor cleaning. The job specification for the service worker listed responsibility for assisting operators in various ways such as getting materials and tools and when called on for assistance, but nothing was said the about clean-up. Although the sweeper was not present at the time, his job specification was also checked; it did include all forms of cleaning, but specification stated that the sweeper's hours of work commenced after the shift ended.

Analyse the Case...

2. Case : II "Left or Right ?"**20**

Rajender Kumar was a production worker at Competent Motors Limited (CML) which made components and accessories for the automotive industry. He had worked at CML for almost seven years as a welder, along with fifteen other men in the plant. All had received training in welding both on the job and through company-sponsored external programmes. They had friendly relations and got along very well with one another. They played volleyball in the playground regularly before retiring to the quarters allotted by the company. They work together in the company canteen, cutting jokes on each other and making fun of everyone who dared to step into their privacy during lunch hour. Most of the fellows had been there for some length of time, except for two men who had joined the ranks only two months back.

Rajender was generally considered to be the leader of the group, so it was no surprise that when the foreman of the new was transferred and his job was posted, Rajender applied for the job and got it. There were only four other applicants for the job, two from mechanical section and two from outside, when there was a formal announcement of the appointment on a Friday afternoon, everyone in the group congratulated Rajender. They literally carried him on their shoulders, and bought him snacks and celebrated.

On Monday morning, Rajender joined duty as Foreman. It was company practice for all foremen to wear blue jacket and a white shirt. Each man's coat had his name badge sewn onto the left side pocket. The company had given two pairs to Rajender. He was proud to wear the coat to work on Monday.

People who saw him from a distance went upto him and admired the new blue coat. There was a lot of kidding around calling Rajender as 'Hero', 'Raja Babu' and 'Officer' etc. One of the guys went back to his locker and returned with a long brush and acted as though he were removing dust particles on the new coat. After about five minute of horseplay, all the men went back to work. Rajender went to his office to familiarize himsef with the new job and environment.

At noon, all the men broke for Lunch and went to the canteen to eat and take a break as usual. Rajinder was busy when they left but followed after them a few minutes later. He bought the food coupon, took the snacks and tea and turned to face the open canteen. On the left-side corner of the room was his old work group; on the right-hand side of the canteen sat all the other foreman in the plant—all in their smart blue coats.

At that point of time, silence descended on the canteen. Both groups looked at Rajinder anxiously, waiting to see which group he would choose to eat with.

Analyse the case...

3. Case : III Holiday Duty**20**

You, Mr A of Alfa Community, are a newly appointed Manager of a workshop, which has been categorized as an essential service. This means that the workshop must function on all days. Rules lay down that at least two individuals must be on duty irrespective of their seniority or specialization. The workshop is manned by an equal number of individuals of the two communities, Alfa and Beta. A good tradition has been built, i.e. when one community has a festival, the workers from the other community man the workshop and vice versa. Recently, there were labour union elections and Mr B of Beta community has been elected as the leader. The new leader is reported to be very whimsical, though very good at heart. Your day of trial dawned when it came to light that the next Friday has been claimed by both the communities to be their religious day. Both the communities want the other community to perform the duty on that day. While Alfa community is banking on you; the others are equally sure of their leader from Beta community winning the day for them. You realize that there have been a lot of discussions and more negotiations and discussions are making the situation worse. The attitudes of both the parties are hardening and the last discussions had ended as a war of words. You do not want to damage the good relations between the two communities built over the years but still have to solve the problem. What will you do?

Analyse the case...

4. Case : IV Quantity or Quality

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The Rajendra Chemicals Ltd. Bombay, Planned for computerization of nearly 50 per cent of the production operations and control. It has taken care of all resources in the computerization plan including human resources. The present inventory future requirements of the production department were specified as given here under -

Category of Employees	Persons Inventory	Requirement after Computerization
Chemical engineers (Operation)	15	8
Chemical Engineers (Maintenance and control)	10	6
Mechanical engineers (Maintenance)	2	1
Supervisors	10	2
Operators	30	10
Quality controllers	5	1
Total	72	28

The human resource planners suggested to redeploy the chemical engineers in their newly started sister concern, i.e., Rajendra Paper Mills Ltd." and retrench all other categories of employees. They also recommended the management that there was no need for further recruitment or for any other action plan. The computerisation was over the end of 1987. The management, when it wanted to start the production on newly computerised process, it was shocked to note that not many employees in production department were suitable to the new jobs and the information supplied human resource planners in this regard did not match with the reality.

Analyse The Case...

5. Case : V Authority of Personnel Manager at Regional Level**20**

National Bank of India is the biggest commercial bank in the country with its head office at Mumbai. It has 6,000 branch offices through the country. It has been managing these branches with 20 regional offices located in important places in the country. One of those regional offices is located at Agra.

Mr. Kamlesh Sharma is the Regional manager of Agra Region and Mr. Shankar Dayal is the personnel Manager at Agra Regional Office. Mr. Purohit is working as the Chief Personnel Manager at the Central Office, Mumbai. Earlier the central office used to select candidates for different jobs and allot them to different regions. But the bank has recently decided to decentralise the hiring various and hence asked all the Regional Managers to select their own candidates. Mr. Kamlesh Sharma asked various departmental heads at regional office and branch managers to rewrite job description, job specification, estimate manpower needs and send them directly to him. Mr. Shankar Dayal has received a letter to this effect in the capacity of head of personnel department in the regional office. Immediately he met Mr. Kamlesh Sharma and told him that his job was to prepare job description, job specification, estimate manpower for the entire region and as such, he would be authorised to do all those functions instead of departmental heads at regional office and branch managers. But the regional manager did not accept his request and told Mr. Shankar Dayal that things would go according to his instructions. Mr. Shankar Dayal told the regional manager not to discount his request and restore his positional authority. What should be done to resolve the conflict between the Regional Manager and the Regional Personnel manager?

Analyse the Case...
