

Name :

Roll No. :

Invigilator's Signature :

CS/M.Phil (MGMT.)/SEM-1/HRM-003/2010

2010

HUMAN RESOURCE MANAGEMENT

Time Allotted : 3 Hours

Full Marks : 70

The figures in the margin indicate full marks.

Candidates are required to give their answers in their own words as far as practicable.

Answer question no. 8 and any *four* from the rest.

1. In an organization, union management relations remain quiet but flare up from time to time, particularly when management proposes any changes. At the same time, two general managers of the production and marketing department lose on opportunity to complain about each other to the Director, blaming the other for any decline in sales. The time office and security personnel also have frequent tiffs as a result of which proper attendance marking is hampered. How would the CEO handle these different conflicts, giving reasons for your choice of strategies ? 12
2. Do you think that the concept of Employee Engagement is intrinsically different and superior from that of earlier concepts like involvement, QWL, commitment, participation ? Examine the concepts. 12

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3. Describe the five different levels of employee engagement and match the following typical personnel with the levels, providing justification for your choice :

- i) Government employee
- ii) IT programme analyst
- iii) Telecaller for mobile services
- iv) Police inspector
- v) Union leader
- vi) Alienated junior doctors
- vii) College teacher.

12

4. Do you agree or disagree with the following remarks [give reasons ?

- i) C.K. Prahalad termed core competence as a 'messy accumulation of knowledge'
- ii) Selznik considered that 'a distinctive competence in one area could be a distinctive incompetence in another'.

List at least 10 questions for a Position Information Questionnaire needed for preparing competencies of a College Faculty.

4 + 8

5. General Electric has listed 8 core competencies for Managers. Describe them and suggest any others that you think may be necessary for an HR manager facing severe attrition. 12



6. Read the following case and answer the *two* questions on it.

The Chaudhury Group – Nepal

This group has been operating for 70 years in Nepal and has business interest in all the industries – FMCG, hospitality, real estate, financial services, power, consumer durables, cement, autos, apparel, education. They have not faced any major problem in Nepal except when everything was shut down due to political problems during 2007-08.

The CEO, in an interview, maintained that it was their principles, policies and strategies which had helped them to establish a credible business model on the international platform. The main principles were ethical operations and meeting customer expectations in quality and cost. In the areas of policies, the group had decided to source all employees from local talent and use local resources to the maximum possible extent.

In terms of the main strategy, the CEO said they had always tried to anticipate obstacles and create timely shields. For instance when expecting shut downs or general strikes, a contingency plan developed on the basis of experience and consensus was put in place immediately.

Questions :

- a) Examine the principles, policies and strategies of the group critically.
- b) Which other dimensions of HRM needed to be addressed by this group and on which the CEO did not throw any light ?

12



7. Economic growth and globalization have posed certain unique challenges for HR. Discuss these and the various HR strategies for coping with these. 12

8. The following news items have appeared in recent times. Use these to write out a case [within 500 words] : 22

20 October 2009 : The death of a worker Ajit Yadav at the Gurgaon-based Rico Auto, which is a supplier to Maruti Suzuki, Hero Honda, Ford and Toyota among others, has led to a major backlash from the firm's striking workers and the All India Trade Union Congress. According to the workers, Singh was killed on October 18, allegedly due to bullet injuries to the head. The workers alleged the police and some unidentified men, acting at the behest of Rico Auto's management, launched an unprovoked attack which resulted in one death and left another 30 workers injured.

On their part, the police contend that the worker died during the course of police action to prevent the agitating workers from entering the factory premises.

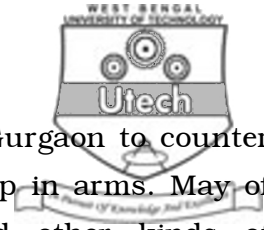
As a result, the month long agitation at Rico is set to intensify. So far, the workers were only demanding recognition of their union and a discussion over their charter of demands. They are now insisting on action to be taken against the management, which they hold responsible for the death of the worker. The AITUC is now threatening to extend the strike to factories all across the Gurgaon-Manesar industrial belt, unless strict and early action is taken against those responsible for the death and injuries. CITU endorses this.



The incident at Rico comes in the wake of industrial unrest at Honda Motorcycles & Scooters India. HMSI has approached the Punjab & Haryana High Court and negotiations between the company management and the workers are on at the office of the Labour Commissioner. The company has already lost over Rs. 300 crore and if the situation persists and worsens, other suppliers and manufacturers will also be impacted.

The company's management says the workers union is not recognised and that their demands are unreasonable. "The workers are demanding an annual hike of Rs. 10,000 per year. The matter is pending with the Labour Court, so there is no room for negotiation. The salaries of Rico's workers are at par with industry standards." It added that the protest by workers outside the company's premises are illegal and unacceptable.

21 October 2009 : The labour strike in the Haryana industrial belt took a turn for the worse yesterday. Protests by workers' unions in the Gurgaon-Manesar-Bawal belt turned violent even as the police imposed Section 144. The CMD of Sona Koyo says the labour unrest is not a widespread problem. According to him the current problem is not severe, but could get worse later. The strike, which till the day before was limited to Rico Auto, has now been extended to other companies like Hero Honda and Maruti among others. The police have invoked Section 144 to counter workers' agitation. Sources indicate a slump in Hero Honda's September production due to the strike at Rico Auto. The latter supplies the clutch assembly to Hero Honda.



The police have invoked Section 144 in Gurgaon to counter the workers agitation. The workers are up in arms. Many of them are carrying lathis, swords, and other kinds of weapons.

The Deputy Commissioner is trying to break peace between the auto component companies and the workers. This has not been confirmed by the police. If this strike continues, then it could bring the auto component manufacturing industry to a grinding halt because this belt is a major supplier to all big companies.

Earlier, Hero Honda themselves admitted that Honda Motors sales are down by 50%.

November 2009 : The last few months has seen a sharp surge in workers protests in plants across the country. In Tamil Nadu, workers at Hyundai, MRF and Nokia went on protest. Last month, a senior Human Resource Executive at Rico Auto died after having been attacked by workers. Now, work at the Gurgaon-Manesar auto belt of Haryana has come to a halt following the death of a worker in an alleged police firing. It is not just blue collar workers who have been aggressively asserting their rights or protesting and striking. Pilots of India's biggest airlines like Jet Airways and Air India went on strike on separate occasions last month. So, what has led to this increase in workers protests ?

Some Industrialist blame it on political parties trying to seek advantage in the recently held elections. Academics cite brutality of the state governments while quelling riots and the apathy of managements against trade unions.



January 2010 Pune : After two decades industrial peace, a rash of strikes and plant closures have hit manufacturing sector, ironically in the better paid sectors, although not coordinated or for the same reasons though they are related in some way to the downturn.

Some examples :

- i) After being paid overtime and incentives for several years of frenzied growth, companies suddenly became cost conscious and demand higher productivity without bonuses.
- ii) The latter components constituted about 30-40% of pay and workers now deprived of bonus question how they can make ends meet [housing or vehicle loans].
- iii) Differences in pay between workers who got 2-3% annual increase in salary and managers who got 15-20% increase also caused a grouse.
- iv) Absorption of contract labour.
- v) Trade union recognition.
- vi) Inter-union rivalry.

In Pune strikes lost for their companies periods ranging from 20 to 85 days. Companies involved were Cummins Generator Technologies, Cummins India, Bosche Cassis Systems, Brembo India, in Pune and Rico Auto, HMSI in Gurgaon, Hyundai, MRF near Chennai, Pricol in Coimbatore.

