

**COMMONWEALTH EXECUTIVE
MBA/MPA PROGRAMME**

Term-End Examination

December, 2007

C-3 : MANAGING HUMAN RESOURCES

Time : 3 hours

Maximum Marks : 100

(Weightage 70%)

Note :

- (i) *There are two Sections A and B.*
 - (ii) *Attempt any **three** questions from Section A. Each question carries 20 marks.*
 - (iii) *Section B is **compulsory** and carries 40 marks.*
-
-

SECTION A

1. Define HRM and discuss the factors which influence HRM. How are HRM practices different from the traditional personnel and IR practices ? Discuss with suitable examples.
2. What is HR Forecasting ? Briefly discuss various techniques of demand forecasting, with examples.
3. Define Job Analysis and discuss why should it be conducted. Describe the major uses of Job Analysis, with suitable examples.

SECTION B

6. Read the case given below and answer the questions given at the end.

Twenty two female employees of a large company were grouped together daily in an area measuring forty feet by forty feet to perform semi-skilled assembly work. Though the layout was far from ideal, it was accepted as “livable”, at least as temporary quarters until construction of the new manufacturing facility was completed, and these women enjoyed their work. Their pleasure came mostly from the fact that they could talk freely about any subject that came to mind and still be able to do their jobs. They worked elbow to elbow and rarely failed to assemble their daily quota. When the new manufacturing facility finally opened, the women were assigned to an area several times as large as their former quarters. The new plant was equipped with superior lighting, water fountains, windows and piped-in music. On the surface these work conditions appeared ideal, no employee sat less than six feet away from any other. Management, however, became perplexed over the performance of this group of women after a few weeks in the new facility. Absenteeism increased, production lagged, complaints were numerous, and two of the women quit their jobs. In

a closed door conference with the Production Supervisor, the Plant Engineer and the Manufacturing Manager, the Personnel Director voiced his opinion about the unforeseen problems in the assembly department. In his opinion the women missed the personal contact with each other, missed the continuous conversation and other accustomed forms of social interaction and basically were resisting the change to the new location.

It was his recommendation that the Plant Engineer do something about redesigning the layout to bring the women closer together even if it meant spending several thousand rupees to do it.

Questions :

- (a) What is the problem in this case ?
- (b) If you were the Personnel Officer what recommendations would you give ?
- (c) If exit interviews were held, would these give management more reliable information about the problem ? Explain.
- (d) If the employees were men, would the same situation have arisen ? Why or why not ?