

Sub:	Human Resource Management					Code:	16MBA21		
Date:	27.05.2017	Duration:	90 mins	Max Marks:	40	Sem:	II	Branch:	MBA

		Marks		OBE	
		CO	RBT		
<b>Part A - Answer Any Two Full Questions (16*02=32 Marks)</b>					
1 (a)	Give the meaning of Performance Appraisal.	[02]	CO1	L1	
	<ul style="list-style-type: none"> <li>➤ Performance appraisal is a systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job.</li> </ul>				
(b)	Define the term Employee Grievance, and also give the meaning of Employee Discipline .	[06]	CO2	L2	
	<ul style="list-style-type: none"> <li>➤ Grievance is a written complaint filed by an employee and claiming unfair treatment. It reflects dissatisfaction or feeling of injustice with any respect of the organization.</li> </ul> <p>It involves creation of such an atmosphere of orderliness in the organization whereby employees willingly conform to the established rules and regulations.</p>				
(c)	Write a note on: Essentials of Successful Grievance Handling, illustrate it with grievance model procedure.	[08]	CO3	L3	
	<ul style="list-style-type: none"> <li>➤ <b>Essentials of successful grievance handling:</b> <ol style="list-style-type: none"> <li>1. <b>Legal Sanctity:</b> The Grievance procedure should be in conformity with the prevailing legislation</li> <li>2. <b>Acceptability:</b> The grievance procedure should be set up with the participation of the employees and it should be applicable to all in organization.</li> <li>3. <b>Unambiguity:</b> Each and every aspect of the grievance procedure should be clear and unambiguous.</li> <li>4. <b>Simplicity:</b></li> </ol> </li> </ul>				

<p>It should be simple and short.</p> <p>5. <b>Promptness:</b></p> <p>Since delay causes frustration and tempers may rise and rumors spread around the work. It is essential that grievance should be dealt with speedily and promptly.</p> <p>6. <b>Training:</b></p> <p>Supervisors and union representatives should be given training in grievance handling.</p> <p>7. <b>Follow up:</b></p> <p>The working of the grievance procedure should be reviewed at periodical interval.</p>			
<p>2 (a) What do you mean by MBO?</p> <p>➤ MBO refers to the comprehensive, organization wise goal setting and appraisal program. MBO requires the managers to set specific measurable goals with each employee and then periodically discuss his progress towards these goals.</p>	[02]	CO2	L1
<p>(b) Elaborate on the concept of labour welfare</p> <p>➤ Labour welfare is an important dimension of industrial relation, labour welfare includes overall welfare facilities designed to take care of well being of employees and in order to increase their living standard. It can also be provided by government, non government agencies and trade unions</p>	[06]	CO1	L2
<p>(c) Analyze in brief stages of disciplinary procedure with flow chart.</p> <p>➤ <b>Procedure for Disciplinary Action:</b></p> <p><b>1. Preliminary Investigation:</b></p> <p>This should be carried out to find out whether a Prima facie case of indiscipline and misconduct exists.</p> <p><b>2. Issuing a Charge Sheet:</b></p> <p>This should be issued to employees. It is a notice of the charge. Charges of misconduct or indiscipline should be clearly and precisely stated in the charge sheet.</p> <p><b>3. Consideration of Explanation:</b></p> <p>On getting the reply of the charge sheet, the explanation furnished is considered. If the management is not satisfied with the explanation,</p>	[08]	CO3	L4

there is a need for serving the show cause notice.

**4. Show Cause Notice:**

When the management believes that there is sufficient prima facie evidence of employee's misconduct, show cause notice is issued to the employee.

**5. Suspension of the employee:**

In case of charge is grave, a suspension order may be given to the employee.

**6. Notice of enquiry:**

Enquiry should be initiated by first serving employee a notice of enquiry clearly indicating the name of the enquiry officer, time, date and place of enquiry etc.

**7. Holding of the Enquiry:**

The enquiry should be in conformity with the principle of natural justice.

**8. Recording the Findings of the Enquiry:**

When the process of enquiry is over, the enquiry officer should record his findings and the reasons thereof.

**9. Making a Final Order of Punishment:**

The management should decide the punishment on the basis of the findings of the enquiry, past record of the employee and gravity of misconduct. The punishment should be communicated to the employee quickly and promptly.

**10. Follow Up:**

After taking disciplinary action, a proper follow up action has to be taken and the consequences of the implementation of the disciplinary action should be noted and taken care of.

3 (a) List out the objectives of compensation.

1. To establish a fair and equitable compensation offering similar pay for similar work.
2. To attract competent and qualified personnel.
3. To retain the present employees by keeping wage levels in tune with competitive units.

[02]

CO3

L1

4. To keep labour and administrative costs in line with in line with the ability of the organization to pay.

(b) Discuss various steps used for performance appraisal process.

[06]

CO2

L3

- Performance appraisal should be done on the basis of certain standards or criterion fixed in advance. The employers should also have the knowledge of the yardsticks to be used for evaluating them.

Following method is used for merit-rating:

1.Establishing standards: There should be some base on which one may say that the performance of a person is good, averagebad etc. The standards may be in quantity and quality of production in case of workers, personality traits like leadership, initiative, imagination in case of executive; files cleared in case of office staff etc. These standards will help in setting yardsticks for evaluating performance.

2.Communicating standards to employees: Employees should know what is expected from them. In the absence of any knowledge of standards, the employee will keep on guessing only.

3.Measuring actual performance: The performance can be measured through personal observation, statistical reports, oral reports, written reports etc.

4.Comparing actual with standards:

The actual performance is compared to the standards set earlier for finding out the standing of the employees. Deviation in performance are also noted at this stage.

5.Discussing Reports with Employees:

The assessment reports are periodically discussed with concerned employees. The weak points , good points and difficulties are indicated for helping employees to improve their performance.

6.Taking Corrective Actions: Evaluation process will be useful only when corrective action is taken on the basis of reports. One corrective action may be in the form of advice, counsel, warning etc, other action may be in the form of additional training , refresher courses, delegation of more authority, special assignments, coaching etc.

(c) What is employee discipline? Connect your answer with the types of employee discipline.

[08]

CO1

L4

In simple words, the word discipline connotes orderly behaviour by the members/employees. In other words, discipline implies behaving in a desired manner. By that we mean that employees confirm to the rules and regulations framed by the organization for an acceptable behavior

**Types of Disciplines:**

**1. Negative Discipline:**

It is a punitive or corrective in nature. It involves penalties, punishments techniques as fines, reprimand, demotion, layoff, transfers etc.

Negative discipline does not eliminate undesirable behavior rather it merely suppresses it for time being.

**2. Positive Discipline:**

It involves creation of such an atmosphere of orderliness in the organization whereby employees willingly conform to the established rules and regulations. Positive discipline does not restrict individual but enables him to have a greater freedom in that he enjoys a greater degree of self expression in striving to achieve the group objective which he identifies as his own.

**3. Self Discipline and Control:**

It refers to one's efforts at self control for the purpose of adjusting oneself to certain needs and demands. Self discipline is a constructive way of correcting undesirable employee behavior.

Act of Indiscipline or Misconduct:

**1. Minor Offences:**

Minor actions of misconduct result in serious consequences. They do not look harmful when taken in isolation but their accumulation may be serious.

**2. Major Offences:**

They have serious consequences for the organization. They may result in damage of morale, loss of organization, loss of reputation etc.

**3. Intolerable Offences:**

These offences are of illegal and drastic nature. The offences may include fighting at the work place, use of weapons, use of drugs at work place etc.

**Part B - Compulsory (01\*08=08 marks)**

4 Rama Krishna is a forklift operative at a large industrial warehouse. During a particularly busy shift, Rama Krishna tripped over a load of Air-condition sets. Rama Krishna was tested for drug and was dismissed. He immediately filed a grievance, claiming that he used drugs two months before. Regarding the outcome of drug and alcohol testing the company's code of conduct says, "Employees found guilty should be dismissed."

(a) Assess what strategy would you follow if you were preparing Rama Krishna's Grievance Complaint? [04]

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(b) What points do you take up the mediator for solving the issue? [04]

1. Preliminary Investigation:
2. Issuing a Charge Sheet:
3. Consideration of Explanation:
4. Show Cause Notice:
5. Suspension of the employee:
6. Notice of enquiry:
7. Holding of the Enquiry:
8. Recording the Findings of the Enquiry

	CO1	L5
	CO3	L4

9. Making a Final Order of Punishment:

10. Follow Up:

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course Outcomes		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1:	To understand the HRM concepts and theory	1c 6c		5a						
CO2:	To obtain an overview of various HRM functions and practices	3a	2a 4a							
CO3:	To gain an insight into the various statutory provisions	1a 1b	3b	5b						

Cognitive level	KEYWORDS
L1	List, define, tell, describe, identify, show, label, collect, examine, tabulate, quote, name, who, when, where, etc.
L2	summarize, describe, interpret, contrast, predict, associate, distinguish, estimate, differentiate, discuss, extend
L3	Apply, demonstrate, calculate, complete, illustrate, show, solve, examine, modify, relate, change, classify, experiment, discover.
L4	Analyze, separate, order, explain, connect, classify, arrange, divide, compare, select, explain, infer.
L5	Assess, decide, rank, grade, test, measure, recommend, convince, select, judge, explain, discriminate, support, conclude, compare, summarize.

PO1 - *Engineering knowledge*; PO2 - *Problem analysis*; PO3 - *Design/development of solutions*; PO4 - *Conduct investigations of complex problems*; PO5 - *Modern tool usage*; PO6 - *The Engineer and society*; PO7- *Environment and sustainability*; PO8 - *Ethics*; PO9 - *Individual and team work*; PO10 - *Communication*; PO11 - *Project management and finance*; PO12 - *Life-long learning*