

Post Graduate Diploma in Management, (2013-15)
HUMAN RESOURCE MANAGEMENT
DM - 203
Trimester II, End-Term Examination, December 2013

Time allowed: 2.5 Hours

Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the question paper, writing anything except the Roll No will be treated as **Unfair Means**. In case of rough work please use answer sheet.

SECTION - A

[Marks-15]

There are 5 questions in this section. Attempt any 3 questions. Each question carries 5 marks.

1. Suppose your boss asked you to summarize the major people related concerns in opening an office in Mumbai. What issues would be on your list?
2. Place yourself in the position of the general manager of a service department. How might formally written job requirements help you manage your work unit?
3. A new employee is likely to be anxious the first few days on the job.
 - a. What are some possible causes of this anxiety?
 - b. How can this anxiety be reduced?
4. What are the provisions of Grievance handling under ID Act?
5. The compensation structure should include all cash, perk and fringe benefits – discuss with examples.

SECTION - B

[Marks-20]

There are 3 questions in this section. Attempt any 2 questions. Each question carries 10 marks.

1. **a.** More than 50 percent of all the MBAs leave their first employer within five years. While the change may mean career growth for the individuals, it represents a loss to the employers. What are some of the probable reasons an MBA would leave his or her first employer?
 - b.** Can technology replace the need for human resource managers? Justify citing suitable examples.

2. What methods could be used to evaluate the performance of people working in the following:

- a. Sales representative
- b. TV repairer
- c. Director of nursing in a hospital
- d. HR manager
- e. Air traffic controller

3.a. Personality tests, like other tests used in the employee selection, have been under attack for several decades. What are some of the reasons why applicants find personality tests objectionable? On what basis could their use for selection purposes be justified?

- b. What are the advantages and disadvantages of filling openings from internal sources?

SECTION – C

Analyze the case study and answer the questions that follow.

[Marks- 15]

Nucor: The Art of Motivation

Forging a Winning Workforce

Nucor's egalitarian culture places a premium on teamwork and idea-sharing between frontline workers and management. Result: A highly profitable partnership.

Pay for Performance

On average, two-thirds of a Nucor steelworker's pay is based on a production bonus, with profit-sharing layered on top of that. It can be a lucrative formula, but the risks are real. In 2005 the typical worker received \$91,293; three years earlier a steel slump left workers with \$58,931. CEO and executive pay is similarly tied to performance targets.

Listen to the Front Line

Execs say almost all of the best ideas come from the factory floor—and the newest workers often come up with them. In the wake of its recent acquisitions, Nucor is sending new workers to existing plants to hunt for improvement opportunities and having older workers see what they can learn from newly acquired plants.

Push-Down Authority

To minimize layers of management, Nucor has pushed work that used to be done by supervisors, such as ordering parts, down to line workers, and pushed the duties of plant managers down to supervisors. CEO DiMicco says his executive vice-presidents are like "mini CEOs, and I'm their board."

Protect Your Culture

As Nucor grows, protecting its egalitarian philosophy and team spirit is more of a challenge. A decentralized structure helps, but management makes cultural compatibility a big focus of its acquisition research. In visits to potential acquisitions careful attention is paid to how plant workers and managers interact.

Try Unproven Technologies

Forays into new technologies haven't always paid off for Nucor, but it realizes the importance of taking risks. One project to make wire from steel failed miserably, and a \$200 million attempt to build up a supply of raw materials in the Caribbean had to be scrapped. But successes such as thin slab casting of sheet metal have made Nucor an industry leader.

Source: N. The art of motivation: What you can learn from a company that treats workers like owners. Inside the surprising performance culture of steelmaker Nucor. *BusinessWeek*, May 1, 2006, p. 59.

Questions

1. Suggest several ways that a company might encourage its more experienced workers to listen to ideas from newer employees.
2. What might an organization do to preserve its culture among newly hired employees and those who arrive through acquisition?
3. Guaranteed pay at Nucor is considerably lower than that of the industry. Yet Nucor workers earn much more in total compensation than comparable workers in their industry. Why?