

PGDM (RM) , 2013-15
Human Resource Management
RM-206

Trimester-II, End-Term Examination: December 2013

Time Allowed: 2 Hrs 30 Min

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.

Sections	No. of Questions to attempt	Marks	Marks
A	3 out of 5 (Short Questions)	5 Marks each	3x5= 15
B	2 out of 3 (Long Questions)	10 Marks each	2x10=20
C	Compulsory Case Study	15 Marks	15
		Total Marks	50

Section A

- 1 Briefly discuss with examples "Why has HRM function increased in importance and influence in many large retail organizations".
- 2 Discuss briefly how would you identify the training needs of a group of sales supervisors of a large retail organization facing stiff competition in the market place?
- 3 Discuss briefly different types of teams with examples.
- 4 As a team leader what specific steps you would initiate to build trust among your team members.
- 5 Briefly explain the term Induction of new employees. What measures you will take to make the Induction Program successful.

Section B

- 1 Discuss the difference between Leadership and Management. List key qualities with brief explanation you believe are essential for effective Team Leadership in retail organizations. Give examples
- 2 Briefly explain different stages in team development with examples. Also briefly comment on Diversity in team members can be a valuable performance asset

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3 What are Performance and Potential Appraisals? Describe briefly different methods of performance appraisal with examples.

Section C

Read the case given below and answer the questions by giving your analytical views to the point.

THE DILEMMA

Sometimes truth is stranger than fiction. It may look quite strange when we look back at some silly events that have actually upset all existing rules and we had to rewrite the rule book all over again. Well, the story runs thus-A. R. Rehman is the area manager for Superstore-a chain of convenience stores-operating in Delhi for the past five years. Rehman has full responsibility for managing over 22 stores in West Delhi. Each store operated with only two persons-one taking care of accounting and cash and the other looking after receipt, storage and issuing of materials and customer service. The stores operate from 9 am till 9 pm, open on all days, except Wednesday-which is the weekly rest day for all shops and establishments in that area. Normally, at the end of the day all monies collected are counted, accounted for properly and deposited in the bank next day morning before opening the store. The one taking care of accounting, cash book is responsible for overseeing this operation, exercising utmost care and caution. It is the policy of Superstores that any mistake in accounting, cash collection and cash depositing is not going to be tolerated under any circumstances. And if any employee is being caught doing something wrong or reporting something that does not match with records he or she will be shown the door. Strict adherence to the rule book is what is expected of every employee, especially those looking after cash and accounting issues.

Now, on Saturdays and Sundays the store in Dwarka - where Mr. Rajan is the cashier-cum-accountant and Mr. Rakesh Gupta is the customer service executive-is flooded with customers. Since each store is being designed in a very economical manner, there is usually not enough space for comfortable movement of customers, especially when they come in fairly large numbers. On that Saturday, the rush was quite unexpected really. Next day is the festival of colours- Rakshabandhan day. Since the store had a no-holiday policy Rajan and Gupta had to do most of the running. Apart from problems arising out of positioning of items in respective racks, there was the problem of counting of cash and finishing the ledger entries at the end of the day. As per practice, Rajan had to rush to the bank to deposit the money collected on Saturday. The next day being a bank holiday, he had to keep the cash in the cash counter-sealed in an envelope and placed in the steel almirah at the basement. Since every transaction is routed through the computer, the process of cash collection and depositing the same in the bank happened in a transparent manner.

When the store opened on the Rakshabandhan day at about 3pm (half day declared as time off day to celebrate the event) Rajan had this in mind that the money in the two envelopes is getting piled up and needs to be put in the bank immediately. When he picked up the envelopes on Monday at 9am and was about to proceed to the next-door bank counter in that shopping complex where the Store is situated, customers started pouring in. He placed the small bag very near to his cash counter and started operating the computer and the credit card punching machine mechanically-almost in a routine way. When he found time after an hour or so, he got up from his seat and started looking for the bag which contained cash collections running to

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Rs.3,2500 placed in the bag. To his shock and dismay, the bag was missing. He collapsed on the floor almost instantaneously and cried for help. Gupta came rushing in; assessed the situation and immediately rang up Mr. Rehman, the area manager, to come immediately. The store had to draw the shutters down immediately as Rajan was found to be not emotionally fit to carry out his duties. Twenty minutes later Mr. Rehman arrived and both men began to search for the money bag. Since the bag could not be traced, Mr. Rehman called up the police for investigation. He alerted the Regional Manager immediately and sought advice as to what immediate steps need to be initiated. Since Superstores had a policy in place, he had to stick to the rule book and put Rajan on suspension-pending enquiry and police reporting after some time. Both Rehman and the Regional Manager had a lengthy telephonic conversation wherein they recollected how efficiently and effectively Rajan was discharging his duties, ever since he joined Superstores about 4 years back. They also recollected the fact that Rajan won the best employee award also-only last year Rajan was very upset with the ugly turn of events. "I really need this job" he exclaimed, "with the new baby and all the medical expenses we've had, I sure can't stand to be out of a job" his face turned reddish and he was in tears.

"You knew about the policy Rajan," said Rehman. "Yes, I did, Rehman" said Rajan and I really do not want to offer any explanation or excuse. "It was my fault and I admit the mistake. I should have been a bit more careful. But then it had to happen this way and I am terribly sorry for this." In the interim, while this was going on a customer came rushing in and said in an apologetic tone: "I am sorry, my child who came to the store along with me today afternoon, put this bag containing some cash-I suppose-into my shopping bag and I carried this back to my home inadvertently". Please count the amount and relieve me of this burden!

QUESTIONS

1. What should Superstores do under such circumstances? What kind of disciplinary action would you advocate? Stick to the rule book or take a 360 degree approach and decide each issue on its merits.
2. In matters governing discipline, should the rule book be respected -always?
3. What if, the employee in question is known for integrity and honesty and the mistakes happen-sometimes serious enough to shake up the store in question-by chance? As a manager how do you assess the situation and deal with such sensitive issues?