

IIHMR UNIVERSITY
The IIHMR University, Jaipur
Institute of Health Management Research
MBA Pharmaceutical Management
Batch 6 (2014-2016), 1st Year
Human Resource Management
CC-609

Term Examination

Maximum Marks: 70

Time Allowed: 3 hrs.

Note: The Question Paper consists of three sections. Please strictly adhere to word limit.

Section A- Consists of 12 multiple choice/ one word/ true false answer type questions. Please attempt any 10 questions. All questions carry one mark each. Prefer to complete this part first in maximum 05 minutes. Please attempt it in the answer sheet only.

Section B- Consists of short notes type answer. Attempt any four (word limit –150 each) . Each question carries 3 marks. Prefer to complete this part first in maximum 20 minutes. Attach this sheet to question paper.

Section C - consists of 6 questions based on Trouble at Swastik Pharmaceutical Ltd. Please attempt any 4 questions. Each question carries 12 maximum marks. (word Limit -500 words each)

Suggested Case Reading time : 30 minutes . Each question :20 minutes

SECTION A : Please attempt any 10 questions . 10x1=10

- a) Under time wage system, speed is the basis of payment True ☐ False ☐
- b) Pay levels are determined by combining job evaluation results with survey wage rates True ☐ False ☐
- c) Praise and Recognition are which type of rewards:
a) Extrinsic b) Intrinsic c) Indirect d) Direct e) External
- d) For claiming **Paid Vacations** a worker should have put in ____ days of work in a year:
a) 250 b) 230 c) 240 d) 260
- e) In case of **layoff**, employee are entitled to layoff compensation at the rate equal to __ percent of the total of the basic wage and dearness allowance:
a) 45 b) 50 c) 65 d) 75
- f) Gripe boxes are meant for highlighting employee satisfaction related at work . True ☐ False ☐
- g) Legal aid is a part of which fringe benefit?
a) Employee security b) Safety & benefits c) Old age benefits d) Welfare

- h) Name that wage which is above the minimum wage but below the living wage
- i) Which one is not principle of wage policy in india
- a) Equal pay for every individual c) Leaving wages for all workers
- b) Payment of wages at appointed dates d) Ensuring equitable wages plan for employer
- j) As per legal provisions what % of statutory bonus is supposed to be paid to an employee?
- a) 9.33% b) 8.23% c) 12.3% d) 8.33%
- k) Wage differential system depend on which factor?
- a) Social esteem b) Difference in labour efficiency c) Occupation d) None of These
- l) If the factory employs more than 1000 workers, it should appoint qualified to carry out the prescribed duties.

SECTION B : Write short notes on any four

4x3 =12

- a) Nepotism as a recruitment strategy b) Types of Career
- c) HR Outlay d) Training Needs analysis
- e) Any two postulates of Hot Stove Rule f) Potential Appraisal

Section C : Attempt any four questions.

4x12 =48

- Q. 1 a) Based on information given in the case attempt an organogram for Swastik Pharmaceutical Ltd. 8
- b) Comment on recruitment strategy of MBAs and Graduate Engineers based on information in the case 4
- Q. 2. a) Elaborate the induction and orientation programme of the company 4
- b) Suggest two ways of identifying training needs for Arvind Kaul if he is confirmed and regularized on the job . 4
- c) What training programme (behavioural Correction programme) will you suggest for Arvind Kaul? Suggest name, and atleast four contents of the programme. (you may draw your suggestions from Organisational Behaviour module contents) 4
- Q. 3 a) what according to you could be lacking in the selection system of Swastik Pharmaceutical Ltd that they have a problem employee like Mr Arvind Kaul on their rolls now. 3
- b) Suggest a three step selection process for selecting a Marketing Management Trainee for Swastik Pharmaceutical Ltd. 9
- Q. 4 Suggest 6 indicators along with rating scale on which you would appraise the training period of an employee like Arvind Kaul. 12
- Q. 5 Discuss any three HR issues reflected in the case. 12
- Q.6 Is there a grievance in the case? If yes, Is it imaginary or real? How do you think the problem was handled by the HR Manager ? 2+10

Trouble at Swastik Pharmaceutical Ltd

Swastik Pharmaceutical Limited is a medium sized manufacturing company with total employee strength of six hundred people. The company is based in Pune and both the head office and manufacturing set up are in Pune. The Head office has functional departments like HR, Accounts and Finance, Marketing and Business Development, and the Information Technology Department, each headed by a General Manager. The manufacturing setup has two major divisions - one for branded drugs division (BDD) for which the company has patents and other generic drugs division(GDD). Both divisions have separate Production Units but share the R&D, Quality Control, Raw material and Finished goods departments. It has four regional marketing offices in North , East, west and South India and the head office serves the central India. The company has notched up a turnover of Rs. 80 crores in the last year.

The company is professionally managed and the team is led by a highly competent MD. He is a highly qualified and dynamic person and has set very high and strict performance standards for himself as well as his team. The company is poised to grow twice its turnover in the next five years. He insists on highly transparent systems and has handpicked the senior management. The junior level managers are picked from the various management trainees, the company recruits every year.

The company recruits MBAs from campus as management trainees in departments like sales , marketing, HR, finance and chemical and production engineering graduates and M Pharmas from colleges as well as open market as engineering trainees and gives one year training. Initial six months training is at various locations and functions to acclimatise the new joiners to the company and next six months training focuses on the function, the trainee would be absorbed into. The training system is broadly structured around the functional expertise.

The company decides on number of trainees, based on the planning and manpower forecast of their HR division. Last year the company took about fifteen management trainees and ten engineering trainees. Arvind Kaul is one such engineering trainee, who was put at the chemicals division for the first three months. Thereafter he was put in quality control division for another three months. At the end of the six months, he had to undergo first appraisal. The company reviews a trainee's performance twice a year as a practice. His first quarter internal review by division head was good and the six months review was done by the training manager, Sudhakaran. Arvind discussed the review with him and was s convinced of his performance levels. He was also given the next six months plan of training which would be in the generic drug division (GDD) as he was likely to be placed in this division after the completion of the training. After two months, Arvind sent a formal request to Sudhakaran, describing the work and duties he's carrying out. He mentioned that he should be placed as a regular engineer as an exceptional case because he thinks he's performing more than what is expected of a trainee. This would give him better emoluments and he will be more productive for the organization also.

Sudhakaran, however turned down this request dubbing it, as against policies. He assured Arvind that all extraordinary performances are given due regard and appreciation by the company but it's not in the interest of the trainees and the company to make such an exception. After sending a written explanation, two days later Sudhakaran realised that a similar request is forwarded to the Head, generic drug production division by Arvind, who in turn forwarded this request back to HR division. However, he chose to ignore this letter as he had already made the stand clear.

Soon the attitude of Arvind changed towards other trainees as well as other persons in the company including the regular employees working in his department . He started delaying the work and taking 4-5 days leave in a month. By the end of the ninth month of his training, he was

isolated from other trainees. Once he had a confrontation with the Manager, planning and control (GDD) on the shop floor and refused to complete the work assigned repeatedly. Within next three days, he was called by the head of the division for a meeting. Arvind reached there and found Sudhakaran also sitting in with the Head. Arvind said that other trainees are being given easier tasks while he's subjected to work which is normally expected from a full time employee. He further said that it's been going for last three months and this prompted him to send the letter. Also that his hard work is not given full recognition by the HR department as well as the head of generic drug division.

Sudhakaran, however, chose to ignore the issue of the letter as he felt he has already given reasons for his stand. He focused on the other issue, that of troubles at work and Arvind's refusal to carry out work assigned by the Manager, Planning and Control (GDD). He stressed that Arvind has to complete only 3 months now, as a trainee, but also insisted that no such lapses would be tolerated as far as work is concerned. He also had a half an hour meeting with Arvind and Manager, planning and control (GDD) the following day. In this meeting, he explained the objectives of such training, etc. and how Arvind can learn from his seniors. He concluded the meeting on a positive note so that Arvind could realize the situation and not repeat his mistake.

Next week, Arvind once again got into an argument with one foreman. He also refused to work in night shift as assigned by the manager. Moreover, he did not come to office for the next two days. Third day when the manager enquired about his leave, Arvind said, "I can work only according to what I am paid for. Doing night shifts is not a trainee's job" and handed over his leave application to the manager. This time, however, the manager decided to forward a written note to the Head of the Department as well as to Sudhakaran explaining the circumstances. However, in the evening, he called Arvind in his cabin and counseled, "Arvind, every trainee has to complete this one year time as trainee only. If you really think that I am there to push you or put you down, you are mistaken. I worked as a manager for almost five years now and have trained at least 30-40 people in my division. I have sent a formal note because you are a trainee under me and a constant review of your performance is my duty. It's only a matter of 2-3 months before you become a full time employee so take my advice, do not indulge in these issues."

Next morning Sudhakaran discussed the issue with Manager, who said, "I have told Arvind to work properly and hope he will understand. As of now, don't take any action. Perhaps he is stressed or insecure". For the following week Arvind worked normally and didn't take any leave also, Sudhakaran was pleased that a small patience on the part of manager has put things on the normal track and that he did not have to resort to a severe action against Arvind,

However, in the next ten days Arvind reported late at several occasions and was absent for two days. He also failed to show up for a weekly meeting of quality and planning conducted for trainees by Sudhakaran. Next day, in the morning he walked out after a massive argument over an quality control job assigned to him by the Manager Planning and Control (GDD). The manager, forwarded a warning letter for Arvind and sent a copy to Sudhakaran. The letter made references to his previous lapses also. The head of the department also made a note for Sudhakaran that Arvind may be transferred to another department as repeated incidents would set a bad example for other trainees as well. Sudhakaran called Arvind for an urgent meeting the next morning at 9 o'clock. Arvind came to see him at the scheduled time and sat before him, Sudhakaran feels that their counsellor may be able to help Arvind and decides to talk to him for this purpose.

Sudhakaran explained in brief why he's been called and spent the next one hour talking to Arvind, on his background, family and other issues. He then asked Arvind to meet him in the afternoon so that they can meet the counsellor, if Arvind wants.