



Time - 3 Hour

M.M-70

The question paper contains 4 Printed pages.

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

Section A - consists of 5 questions based on case titled **HR Issues in Anand Chemical Industries**. Please **attempt any four questions**. All questions carry 15 maximum marks. Answer these questions in 750-1000 words.

Section B - consists of 12 multiple choice/ one word/ true false answer type questions. Please **attempt any ten questions**. All questions carry one mark each. Prefer to complete this part first in maximum 15 minutes. **ATTACH THE PAPER WITH YOUR ANSWER SHEETS**

SECTION A

Read the case titled HR Issues in Anand Chemical Industries and answer any **four** questions that follow:

1. a) Enumerate any three Human Resource Planning challenges faced by the Pharmaceutical Industry. (You may go beyond the case inputs) 06
b) Attempt an organogram (partial) of Anand Chemical Industries using the information about key positions mentioned in the case (please stick to the information given in the case only) 03
c) Attempt calculating the money worth of a Dy GM (Technical) job drawing on factors palpable in the case. 06
2. a) Attempt a Job Description and a Job Specification for the Dy GM (Technical)'s job. 10
b) Comment on the Recruitment and Selection Policy of Anand Chemical Industries 05
3. Elaborate and comment on the induction and orientation policy of the company. What can you suggest to make it better ? 15
4. The performance appraisal system of company is presently not in place. Attempt a performance appraisal form for the post of Dy GM (Technical). (Must include atleast ten qualitative indicators and five quantitative indicators along with suggested scale of measurement.) 15
5. a) Discuss issues in internal mobility policies of the company and suggest ways to improve the same 07
b) How effective is Dy GM (HR) in this case. Substantiate with reasons. 08

The MD in consultation with GM decided to create a post of Sr Chemist to be made as in-charge of the lab which would not only reduce the load of Dy GM (Technical) but also improve the efficiency of the lab. The lab was also in the process of procuring new and additional equipment for some special tests. It was initially decided by GM to advertise the post and select a candidate from outside. The top management thought that the chemists working with them did not have sufficient experience for promotion as Sr Chemist. The GM proposed to offer a handsome salary for those who had 10 years of experience.

The Dy GM (HR) did not agree with the proposal of taking a candidate from outside. Rather, he wanted to give the position to one of the existing chemists and advertise the resultant vacancy. The argument he had put forward was - saving of time in advertisement, interview and selection procedure, expected delay by the new candidate in joining the company, etc. Further, certain facts regarding the new candidate about his background, his leadership qualities, supervision abilities, his getting along with other colleagues, etc. could be different and in the interview all these matters could not be assessed. The most important point was also whether he would fit into their work culture. He, therefore, proposed to select one from the existing four chemists looking into their performance, behavior, technical competence, decision-making talent, communication etc. The company's appraisal system was in the draft stage and assessing their performance was not possible.

All the candidates were found to be almost as equal and all the candidates obtained the same marks. Their date of joining was also same and it was a difficult task for Dy GM (HR) to select one for promotion. Their rule for determination of seniority in case of new entrants was as follows: "the seniority of new entrants who are employed through formal interview or other tests will be determined strictly on the basis of their merit at the interview or test." All the four candidates obtained same marks in the interview and this could not be taken as the basis for promotion.

The MD gave the Dy GM (HR) a free hand to select one from the four candidates for filling up the higher position quickly. The proposal of Dy GM (HR) to give a chance to the internal candidates was agreed by all top management. But at the same time, one important aspect that should be kept in mind was -The most challenging task during anyone's career is to control and supervise his own equivalents after his promotion. Personal prejudices and jealousies might crop up. The smooth industrial relations maintained so far could be disturbed. All the four were from four different states and the promotion of the senior chemist should not be seen as if some favouritism was shown to him. They might get demoralised.



HR Issues in Anand Chemical Industries

M/s Anand Chemical Industries, which started its business over one year back had advertised for the posts of chemists. The minimum qualification was B.Tech. (Chemistry) or equivalent, with three years of experience in a chemical laboratory. They restricted the age to 28 years. The interview board comprised General Manager as Chairman, Dy GM (Technical) as member and the Dy GM (HR) as member-secretary. Twenty Eight candidates were selected for interview and four were finally selected. The candidates selected were N N Mahato (Orissa), Sujit Gupta (WB), R N Murthy (AP) and N P Desai (Gujarat). All the candidates had joined on the same day for their duty as per their appointment letters and had the same amount as basic pay. The Company's group was already working for over fifteen years in the area of manufacture of polyester fabrics, polyfill fabrics, poly satin fabrics etc. The chemical industry is their new field. In fact, there were some experienced chemists in their previous factory but the MD did not want to disturb them and decided to recruit the candidates from outside. The Dy GM (HR) was an employee in their previous company of their group for about ten years and had established various HR policies, which were considered to be the best as they gave excellent results. He was promoted to this position from Sr Manager :HR. He, therefore, borrowed the rules and regulations of their previous company suitably incorporating certain changes. The MD approved all these rules.

The technology of this chemical plant was rather new and the German consultants suitably modified certain operations to suit Indian conditions. The four candidates had to be put on training for two months prior to their taking over as chemists. The Dy GM (HR) in consultation with the technical staff prepared a training programme for two months. During their training, they were to face an interview every weekend for assessment of their progress. Right from their appointment they noticed that the administration was transparent and were happy on their performance. Simultaneously, they had also evening classes on non-technical matters for two hours for five days in a week. They were conducted by the Dy GM (HR) with the assistance of his staff. Classes on decision-making, general management, communication, team-building, coordination of the chemical laboratory activities with other departments, purchase procedure, financial sanctions and budget preparation, the importance of human resources department, and finance matters, etc. were conducted. Various departmental heads took classes to acquaint them with their departmental activities and their problems. Further, rules pertaining to the company leave, punctuality, marking attendance, health and welfare schemes of the company, probationary period suggestion box scheme, etc. were also communicated. Attendance at all these classes was compulsory. The Dy GM (HR) had arranged this two-month training programme particularly to decide their *inter se* seniority after their training period. But their performance was the same and all the four had same rating and grade.

After the training period, the candidates were taken on duty as regular employees on a probationary period of six months. They were directly reporting to Dy GM (Technical) and were put in three shifts with one chemist in general shift. The company was growing and their order position increased. The Dy GM (Technical)'s responsibilities also increased as he had under him electrical, maintenance, marketing, production, stores, chemical laboratory, and planning departments.



SERIES A

Batch 07th (2015-2017) First Year, Term Examination Roll No.
Attempt any ten questions. Multiple choice/ one word/one line/ true false type Questions MM 10

1. Red Hot Stove Rule has four components. Tick the one that is not a component of Red Hot Stove Rule:

- | | | | |
|-------------------|--------------------------|--------------------|--------------------------|
| Burns Immediately | ☐ | Provides Warning | ☐ |
| Burns Personally | ☐ | Burns Impersonally | ☐ |

2. Standing Orders implies

- | | | | |
|--|--------------------------|--------------------------------|--------------------------|
| Orders for workers who have to work in standing postures | ☐ | Conditions of employment | ☐ |
| Orders given by Supervisor to subordinate | ☐ | Conditions of Physical Fitness | ☐ |

3. The maintenance of accurate and complete work records is an essential part of an

- | | | | |
|-------------------------------|--------------------------|-------------------------------|--------------------------|
| Effective training system | ☐ | Effective Record System | ☐ |
| Effective Disciplinary System | ☐ | Effective organization system | ☐ |

4. An additional amount of Rs 35 per day is paid to the women workers if the employer does not offer free medical care or ESI
True ☐ / False ☐

5. In which act or acts grounds for employee dismissal are stated?

- | | | | | | |
|-------------------------|--------------------------|----------------|--------------------------|----------------------|--------------------------|
| Industrial Disputes Act | ☐ | Employment Act | ☐ | Payment of Wages Act | ☐ |
|-------------------------|--------------------------|----------------|--------------------------|----------------------|--------------------------|

6. Maternity leave can be availed upto

- | | | | | | | | |
|----------|--------------------------|----------|--------------------------|----------|--------------------------|----------|--------------------------|
| 12 weeks | ☐ | 10 weeks | ☐ | 20 weeks | ☐ | 16 weeks | ☐ |
|----------|--------------------------|----------|--------------------------|----------|--------------------------|----------|--------------------------|

7. Zero sum game or *my gain your loss and your gain my loss* is the basis of which bargaining

- | | | | | | | | |
|----------------|--------------------------|-----------------|--------------------------|-----------------------------|--------------------------|--------------|--------------------------|
| a) Cooperative | ☐ | b) Productivity | ☐ | c) Conjunctive/distributive | ☐ | d) Composite | ☐ |
|----------------|--------------------------|-----------------|--------------------------|-----------------------------|--------------------------|--------------|--------------------------|

8. Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances?
True ☐ / False ☐

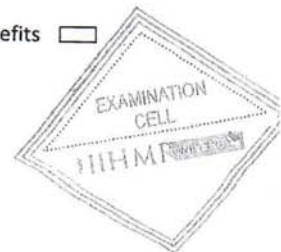
9. The process in which the employer and the employee negotiate the issue directly, face to face across the table and there is no third party intervention is called

10. Name the act which provides medical help and unemployment insurance to industrial worker during their illness

11. Payment linked to number of year served is known as _____?

12. Which of the following is not an objective of social security?

- | | | | | | | | |
|-----------------|--------------------------|----------------|--------------------------|---------------|--------------------------|--------------------|--------------------------|
| a) compensation | ☐ | 2) Restoration | ☐ | 3) Prevention | ☐ | 4) Fringe benefits | ☐ |
|-----------------|--------------------------|----------------|--------------------------|---------------|--------------------------|--------------------|--------------------------|



SERIES

R

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3. Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances? True ☐ / False ☐
4. Zero sum game or *my gain your loss and your gain my loss* is the basis of which bargaining
a) Cooperative ☐ b) Productivity ☐ c) Conjunctive/distributive ☐ d) Composite ☐
5. Maternity leave can be availed upto
12 weeks ☐ 10 weeks ☐ 20 weeks ☐ 16 weeks ☐
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Industrial Disputes Act ☐ Employment Act ☐ Payment of Wages Act ☐
7. An additional amount of Rs 35 per day is paid to the women workers if the employer does not offer free medical care or ESI
True ☐ / False ☐
8. The maintenance of accurate and complete work records is an essential part of an
Effective training system ☐ Effective Record System ☐
Effective Disciplinary System ☐ Effective organization system ☐
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