

HUMAN RESOURCE MANAGEMENT**Term Examination****Time - 3 Hour****MM-70**

The question paper contains 3 printed pages. Question No.4 is compulsory. Attempt any other two questions.

Q. 1 and 2 are based on the following advertisement brief (accessed on 11 December 2018)
(source: http://www.devnetjobsindia.org/JobDescription.aspx?Job_Id=108568devnetjobs)

Programme Coordinator,
The Sahayak Trust
Location: MUMBAI, Maharashtra
The Sahayak Trust's, Institute for Rural Education is working in the area of sustainable agriculture, health and nutrition by educating people on low cost and sustainable agriculture technologies particularly primarily with rural women the development of an 'Organic Kitchen Garden for Nutrition' (OKGNs) for eradication of Anemia.
The trust has initiated and is coordinating an 'Anemia Free India Forum' of which The Sahayak Trust is knowledge and training partner. The programme is implemented in partnership with NGOs, CBOs, SHGs, spiritual groups, Government.

Q.1. Enumerate Job description, Job Specification and money worth (using any method) for Programme Coordinator. (20)

Q.2. Identify 5 KRAs and 5 Qualitative Indicators for evaluating performance of Programme Coordinator and suggest suitable method of measurement (20)

Q.3. Write short notes on any four (5 x4 marks each)

- Career Planning
- Human resource Planning
- Training Needs Analysis
- Fringe Benefits
- Competency mapping
- Induction and Orientation

Q. 4. Read the case titled "Why Mayank did not join?"

- a) Discuss the hiring process in the case specially focusing upon the recruitment method used, selection process and overall approach of the hiring process (15)
- b) Work out a CTC of INR 55000/- using atleast 5 components of compensation structure for Mayank (5)
- c) If you were the HR manager of the company, what corrective measures you will adopt for future (10)

Case :

Why Mayank did not join?

By BM Team

Mr. Bajaj's day was spoiled. It was month end and all financial reports were to be sent to CEO after collecting and compiling data from different business centers. Being financial controller, he was to ensure that his people deliver as expected. It was 11 AM and till that time he did not get the clue from Rahul as what was happening. Rahul joined this organization six months back as management trainee in finance department. He was chartered Accountant. His role was to get various financial reports from different facilities, compile them, put before Mr. Bajaj, for his finishing touch and finally to be sent by Mr. Bajaj to CEO. Bajaj was checking his inbox. After the mail of Rahul having reports, next mail in inbox was of his resignation.

Rahul, who was merely a "trainee" having no visibility, all of a sudden became very important for Mr. Bajaj. He called and counseled rahul to stay back even offered to raise his salary by Rs.10k but he did not budge. He told that he will not come from next Monday. It was Tuesday means only six days left.

Bajaj gave a call to Mitra, Recruitment Head. The conversation held between them was:

M- Hi Bajaj ji, How are you?

B- Not good yaar.. That CA, rahul you gave me six months back has resigned. He will leave by Monday. These young boys don't know what they think of them. totally irresponsible and negligent. Give me some good boy this time... You HR guys also don't put your best while recruit. This time put a condition of three year bond. We can't be left behind like this. I want the replacement by Monday.

And the call ended.

Mitra was perplexed. He was not sure how he will meet this dead line. He searched his data bank. Coincidentally, He laid his hand on a CV of a boy

mayank who recently passed his CA. Mitra asked her subordinate Ruchi to coordinate for immediate interview. She gave a call to that boy. Here is the conversation:

R-hello, I am calling from .co. we have your CV. Pl. come for interview tomorrow.

Mayank- But mam can I come day after?

R- No... No... You have to come tomorrow only otherwise you will not get this chance.

Mayank- Ok, Mam.

Next day mayank reached office of the company. But at reception when asked, He was unable to refer the name who called her for interview. Ruchi did not tell her name to Mayank. Mayank could simply tell that he got a call from this office for the interview in finance department. Receptionist inquired from Finance whether mayank was called for interview. She could not get any clue from finance even. Mayank showed her the mobile No. from call list in mobile. Receptionist then could identify that it was Ruchi's number. She gave call to Ruchi and informed about Mayank waiting at reception.

After some time mayank was called in.... Ruchi directed him to meet Mr. Bajaj for interview. Mayank reached to Bajaj office on next floor. He was made to sit waiting for about an hour. When called in, Bajaj asked - where is your CV?

Mayank gave copy of his CV from his document folder which fortunately he carried with him.

Interview questions:

B- Sit down.

M- Thank you sir. Mayank sat on the chair.

B- So you did your CA... All in one attempt... Good.

M- Yes sir...

B- You will be here as management trainee and will be responsible for MIS. Is It OK?

M- (Kept quite)

B- I am also CA. You will report to me directly. But you have to execute three years bond. We don't want that people come here, work for few months and leave us.

M- (Kept quite)

B- Your salary will be (Bajaj Quoted some figure)

B- Join from Monday... take this CV, and meet Mitra...

M- Ok sir...

Bajaj handed over his CV back to mayank. Mayank read the comments written on his CV while getting down to the floor.. Bajaj wrote - selected.

Mayank again went to Ruchi and gave that CV to her and asked for Mr. Mitra.

Ruchi told her to wait as he was in lunch. Mayank waited for about 45 minutes. He could make out that mitra was HR/ recruitment head.

In the meantime mayank went to wash room. One more person entered wash room behind mayank. Their conversation:

P- Have you come for interview?

M- Yes.

P- For which post?

M- Don't know. I am CA. just Passed. Not aware what post will be given... may be management trainee...

P- Hi... I am also CA. Hopefully you are for replacement of Rahul who has just resigned.

M- Why he has resigned?

P- Here people come and go. I will also leave shortly. Till you get a good job, it is not bad to pass some time here.

M- But they are asking for three year bond that too as management trainee.

P- But nobody has so far been asked for any bond. Nor I executed.

M- Why for me then..?

P- Don't know.

M- How is the company?

P- Agar kahin job nahi mile to theek Hai...

Both came out of the wash room.

Mayank was called by Mitra. Their conversation:

Mitra- Sit down mayank.. Congrats.. You are selected.

Mayank- sir, I am told that I would be as management trainee.

Mitra- Yes.

Mayank- for how much period?

Mitra- Need not to worry. We are here. You are fortunate that you got this job.

Mayank- Will I be rotated to other assignments also or will do only MIS..?

Mitra- How do you think that MIS is lower level work to be done by CA? Is company fool appointing a CA for this work?

Mayank- three year bond will be from very first day or after training?

Mitra- From very first day.

Mayank- what will be the duration of Training?

Mitra- that will be decided after looking at your performance.

Mayank- (Kept quite)

Mitra asked Ruchi to give him offer letter.

Mayank was handed over the offer letter asking him to join by Monday. Mitra gave a call to Bajaj and confirmed that Mayank will be joining by Monday and his problem is over now.

But Mayank did not join. Ruchi consistently followed Mayank but all the time he cited one reason or the other for not joining. After one month Mayank again got a call from Mitra informing him that co. has waived off his three years bond condition. Mayank did not join even after that. M

