

Total No. of Questions—4]

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B.B.A. (Semester VI) EXAMINATION, 2016

606-C : CASES IN HUMAN RESOURCE MANAGEMENT

SPECIALIZATION IV (HRM)

(2013 PATTERN)

Time : Two Hours

Maximum Marks : 50

N.B. :— (i) Q. No. 1 is compulsory.

(ii) Solve any *two* cases from case nos. 1, 2, 3.

1. Define the term 'case study'. Explain the importances/advantages of case study. [10]

2. Case No. 1. [20]

Rajanikanthan is in charge of a printing press in Kochi. This factory employs fifteen people, five of whom, work in the factory. Three of the employees run machines, one is a supervisor and one moves the automatic cart for moving materials. This fifteen position which demands no other than driving a cart needs to be filled. Three applications are received for this post.

The first application is from Mr. Kartikeyan who is thirty five, unmarried and is an ex-Navy operator. Kartikeyan has a poor service record.

P.T.O.

During five years at Kochi, he has worked as seasonal labour and done odd jobs here and there. He used to drive a forklift in Navy while working at Vizag. He is physically strong which is a plus point but the work here is not very heavy.

Mr. Satpal Singh, twenty two years old, came to Kochi two years ago from Punjab. For many years he has worked as a farm labourer and for one year has worked on an assembly line. He cannot speak English very well but is now quite fluent in Malayalam the native language. He lives with his mother, in Kochi and likely to stay there for long. Having experience with farm vehicles he should not face problems in driving a cart.

Mr. Venugopal is a local person having finished high school education two years ago. He later got a diploma from the local ITI and is working as an assistant in Thadani Transport Company, Kochi. His references are excellent. Venugopal is a short stocky person but is quick on his feet and was a track star in school.

Questions :

- (1) Analyse the case. (5)
- (2) How much consideration should be given to Kartikeyan's poor service record ? Should Rajanikanthan check to verify. (5)
- (3) How important is a command of English to the Job ? (5)
- (4) Should Mr. Satpal Singh be passed over because of his status as a recent migrant ? (5)

3. Case No. 2.

[20]

Jones Construction Ltd. (JC Ltd.) is a local construction company who are working as principal contractor in the construction of 40 six two three and four bedroom domestic properties. The site on which they are located has a separate access road that is used for the delivery of incoming-building materials that are unloaded from the vehicles by forklift trucks. The employees of JC Ltd. are responsible for any such unloading of vehicles and for the transfer of any materials to points of storage on site such as compound or places of use JC Ltd. has recently recruited six additional part-time employees to work allocated days and weekends. The new employees include five student and a former employee who had taken early retirement. Their duties include taking deliveries checking deliveries for quality and quantity unloading/loading and assisting with the transfer of materials to points of storage and around site.

On his second day at work, one of the new employees a 17 year old student receives leg injuries when he is struck by a forklift truck while working across the compound area. The forklift was being driven without authorisation by an employee of a sub-contractor who was in a hurry to get material to his place of work.

The employee of the sub-contractors claim that the brakes on the truck were ineffective. The normal driver of the forklift truck, who was taking a scheduled break at time of the accident has retracted his claim and continues to drive the truck.

The injury was properly notified to the Health & Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 1995.

Two weeks later, the employee who has previously retired telephoned the site manager to inform him that he has sustained an injury to his back while unloading bagged materials from a lorry.

Questions :

- (1) Analyse the case. (5)
- (2) The HSE safety inspector is due to visit the site in respect of the accident involving the forklift truck. Explain the legal options open to the inspector and the factors that may influence which options are decided upon. (5)
- (3) Explain an action plan of the short and long-term measures that should be taken in order to demonstrate to the inspector a proactive response to the accident. (5)
- (4) Outline any defences that may be used by JC Ltd. or its insurers in disputing the claim. (5)

4. Case No. 3. [20]

Mr. Gopalan is a Senior Manager working in the Marketing Department of Pritam Engineering Works. His efficiency and loyalty to the chairman of the company and skill of impressing relatives of the owner have

lead to his accelerated promotion up to Sr. Manager's level while he gained popularity among higher management circle, he was unpopular among his subordinates.

He showed favour on all counts to one particular community and employees from that community enjoyed highest priviles whereas others were kept at distance depriving even legitimate benefits to them. The injustice meted upto them was tolerated by the employees only because of best informal relations of Mr. Gopalan with the chairman.

The son of the chairman, returned from U.S.A. after completing his higher education in business management took over as incharge of the company. The chairman handed over practically all areas to his son and kept himself a titular. As a consequence of this charge of employee gave full account of the happening to the son of the chairman and prayed of justice.

The son of the chairman as incharge of the administration throughly probed into complaints and found truth and substance in a week's time. The following actions were taken by the incharge of the factory :

- (1) Mr. Gopalan was removed from the Marketing Department and was given very inferior kind of work in Stores Department.

- (2) Grievances of all employees were to be investigated by the new manager of Marketing Department.
- (3) Mr. Gopalan was directed not to have any access to the record of Marketing Dept.
- (4) Those employees who were favoured by Mr. Gopalan were transferred to sister concerns of the company of outstations after obtaining their consent which carried force.

Questions :

- (1) Analyse the case. (5)
- (2) Who is basically responsible for such nourishment of favouritism and unfavouritism ? (5)
- (3) Comment on the actions taken by the chairman as per 1 to 4 in the case. (5)
- (4) Do you think that the chairman should have intervened in the matter comment with objectively ? (5)