

**UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES**



End Semester Examination, May, 2017

Program/course: MBA PM & UID
Subject: HUMAN RESOURCE MANAGEMENT
Code : MBCH 739
No. of page/s: 5

Semester – II
Max. Marks : 100
Duration : 3 Hrs

SECTION –A

NOTE: ALTERATION OF ANSWERS IS NOT ALLOWED

Answer the following MCQs. Each one carries two marks.

10*2 = 20 Marks

1. Increased morale and motivation of employees is necessary to achieve _____.
 - a. Profitability
 - b. Productivity
 - c. Career growth
 - d. Organizational development
2. An HR Manager in today's parlance acts as
 - a. Line manager
 - b. HRD manager
 - c. Line and Staff Manager
 - d. Staff Manager
3. The first operative function of HR is _____.
 - a. Acquisition
 - b. Allocation
 - c. Maintenance
 - d. Motivation
4. The main advantage of developing a job analysis questionnaire is
 - a. Consistency
 - b. Cost
 - c. Time
 - d. Accuracy
5. Welfare Officers in hazardous plants are required as per
 - a. Law
 - b. Policy
 - c. HRD
 - d. HRP

6. ____ approach analyses the individual decision making in regard to supply of labour and behavioural areas.
 - a. Human Value Added
 - b. Human Capital
 - c. Human Genetics
 - d. Human Psychology
7. ____ is generally needed for key position at higher levels.
 - a. Career Planning
 - b. Career development
 - c. Succession planning
 - d. Job rotation
8. Role playing is often used to
 - a. Change results
 - b. Learning new skills
 - c. Change of attitudes
 - d. Understand roles
9. Insurance, medical and recreational benefits comes under
 - a. Direct compensation
 - b. Indirect compensation
 - c. Incentives
 - d. Perquisites
10. Wages and allowances of Central and State government employees are determined through ____ .
 - a. Law
 - b. Labour Market
 - c. Parliament
 - d. PRC

SECTION – B

Answer any four of the following questions briefly. Each one carries five marks.

4*5 = 20 Marks

11. Briefly describe the extent of relationship between job analysis, job description and job specification.
12. Identify the relevance of career planning and development programmes in Indian Power Sector.
13. “Training is not an expense but a long- term investment on People”. Do you agree?
14. Describe in brief the factors, which have contributed to the growth of Global HRM.
15. Briefly describe the constitutional provisions regarding labour in India. How far has it been helpful in protecting the rights of employees and employers?

SECTION – C

Answer any three of the following questions comprehensively. Each one carries ten marks.

10*3 = 30 Marks

16. Evaluate critically any five-performance evaluation methods.
17. What do you mean by job placements? What are the challenges faced by organizations while placing employees in the organizations?
18. “IR and Social Security are intertwined”. Elucidate.
19. You are applying for a job as a manager and at the point of negotiating salary and benefits, what questions would you ask your prospective employer concerning benefits? Describe the benefits package you would try to negotiate for yourself.
20. Give examples of how HRM concepts and techniques can be of use to all managers.

SECTION – D

Read the following Case Study and answer the questions that follow:

The so called Air India Pilots strike underwent not all of sudden. There are certain gross root causes behind its origin. Some of the causes at a glimpse are as follows:

Since the merger in 2007, the management has routinely been passing on benefits to the pilots of erstwhile Indian Airlines while discriminating against the pilots of erstwhile Air India. Since the merger, the following benefits have accrued to the pilots of erstwhile Indian Airlines;

a) **Pay-scales:** Since the merger erstwhile IA pilots have been demanding the same pay-scales as the erstwhile AI pilots. This completely ignores the fact that the work schedule of a pilot of erstwhile IA is very different from the work schedule of an erstwhile AI pilot . For example, erstwhile IA pilot , predominantly flies smaller aircraft (Airbus 320, 160 passengers), mostly on domestic / short haul routes, and spends approximately 5 days of the month outside of home. Whereas, an erstwhile AI pilot, predominantly flies larger aircraft (such as Boeing 747 - 430 passengers, Boeing 777 – 340 passengers), mostly on international / long haul routes, and spends approximately 25 days of the month outside home.

Further, the demand of common pay scales, ignores the international precedent, such as Lufthansa, British Airways, American Airlines, wherein different pay scales exist for domestic and international pilots. In May 2011, the erstwhile IA pilots demanded a salary raise and struck work. On 6 May 2011, the officials of the Ministry of Civil Aviation entered into in agreement with the pilots of erstwhile Indian Airlines assuring them that their demand for salary raise would be met.

In November 2011, the management entered into a fresh agreement with the pilots of erstwhile Indian Airlines granting them a salary raise of Rs 1 lakh to Rs 1.5 lakh for one pilot for one month.

According to the Government guidelines, a PSU has to generate profits for three years prior to giving a salary raise. Far from making profits, Air India has not been able to even pay salaries on time for its 30,000 odd employees. In light of this, the salary raise given to the 800 odd pilots of erstwhile Indian Airlines, demands a CVC inquiry and a probe by the CAG.

Further, the Dharmadhikari Committee was supposed to harmonise the pay scales of the employees of the two erstwhile airlines. It is inexplicable that the management hurriedly granted a salary raise to the pilots of erstwhile Indian Airlines, even before the findings of the Dharmadhikari Committee are known.

b) **Disparity in career progression prospects:** Even five years after the merger, the management has been discriminating against the pilots of erstwhile Air India vis-a-vis the pilots of erstwhile Indian Airlines. For example, a pilot who has joined the erstwhile Indian Airlines in 2006, has already been promoted to Commander's grade, whereas a pilot who joined erstwhile Air India in 2003, is still awaiting the same promotion.

With respect to the training on the Boeing 787, the management's decision to train Airbus pilots of erstwhile Indian Airlines on the Boeing 787 completely ignores the cost aspect of the said training. For an Airbus pilot of erstwhile Indian Airlines to be trained on the Boeing 787 costs about Rs 1 crore; whereas, for a Boeing pilot from erstwhile Air India, it costs about Rs 30 lakh. Further, from a flight safety perspective, international Airlines, such as Emirates discourage the cross utilisation of crew between Airbus and Boeing aircrafts.

Last year pilots owing allegiance to Indian Commercial Pilots Association stuck work just as the season was starting. This time it is the turn of AI pilots. Why do pilots pick only the start of the season to register their protest?

The pilots have not been paid salaries and/or allowances for the last 4 months. This has resulted in tremendous stress as they are unable to meet their financial commitments such as home loans etc. In fact one of our members has put his house on sale, as he is unable to re-pay the EMIs, due to irregularity in the payment of salaries. Therefore, it is established that the pilots are under severe mental strain. The safe operation of an aircraft requires the pilot to be in optimum physical and mental health. If a pilot is forced to operate an aircraft while he is under mental strain, this can severely compromise the safety of the passengers, and the crew on board.

At present, the three licensed category – pilots, engineers and cabin crew—who number about 20 per cent of the work force account for about 80 per cent of the annual salary bill. Pilots, engineers and cabin crew, are highly specialized employees. The remuneration paid to them is commensurate with their technical qualification, experience and the responsibilities that they shoulder. Further, the salaries paid are in line with global airline standards.

Employees feel, as responsible employees, are fully aware of the distress facing the company and are more than willing to shoulder the burden. While the employees are fully accountable, they expect the management to share the same accountability. There is a feeling that Air India has too many pilots. Despite almost 100 of your colleagues terminated, the airline is operating 38 daily international flights down from 45 earlier.

In the last 5 years, pilots have not been granted leave according to their entitlement. The reason cited for this denial of leave was shortage of pilots. In addition to this, Air India has recruited expatriate pilots on contract, and has been continuously recruiting pilots. This proves that indeed there exists a shortage of qualified pilots.

Further in his statement on June 2, the CMD stated that Air India requires all the pilots to return back in order for the airline to survive in the long run.

Questions: (All questions carry equal marks)

3*10 = 30 Marks

1. What are the major IR issues, which irked the problem? Is there any discriminatory attitude by Air India Management on the part of pilots?
2. Whether the IR dept. of Air India is accountable to the strike of pilots?
3. If you are the IR Manager, how will you address the problems faced by Air India pilots?

(Courtesy to Business line)