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**Sample Preview
of the
Solved
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QUESTION PAPER

June – 2023

(Solved)

HUMAN RESOURCE MANAGEMENT

M.M.P.C.-002

Time: 3 Hours]

[Maximum Marks: 100

Note: (i) There are two sections A and B. (ii) Attempt any three questions from Section A. All questions carry equal marks each. (iii) Section B is compulsory.

SECTION-A

Q. 1. Define Human Resource Management. Discuss the roles and responsibilities of HR managers and the challenges faced by them citing examples.

Ans. Ref.: See Chapter-1, Page No. 1, 'What is HRM?', Chapter-2, Page No. 16, 'Roles and Responsibility of HR Managers' and Page No. 17, 'Challenges Faced by HR Managers'.

Q. 2. Describe the process of human resource planning with illustrations. Briefly discuss the problems in human resource planning.

Ans. Ref.: See Chapter-4, Page No. 37, 'What is Human Resource Planning?' and Page No. 44, Q. No. 2 and Q. No. 3.

Q. 3. Discuss the salient features of job analysis. Explain any two methods of job analysis with the help of suitable examples.

Ans. Ref.: See Chapter-5, Page No. 52, Q. No. 3 and Page No. 55, Q. No. 4.

Q. 4. What are the basic principles of compensation administration? Briefly explain the major components of industrial wage structure of India and highlight the recent developments.

Ans. Ref.: See Chapter-11, Page No. 128, Q. No. 1 and Page No 130, Q. No. 4.

Q. 5. Narrate the growth of trade unions and employers' associations in India.

Ans. Ref.: See Chapter-14, Page No. 166, Q. No. 1, Page No. 168, Q. No. 6.

SECTION-B

Q. 6. Read the following case and answer the questions given at the end:

Vishal Industries Ltd., is a medium-sized engineering factory employing 250 employees. The Factory Manager advised the Personnel Manager of the

company to select a right man to fill up the vacancy of a "Time-Keeper". The Personnel Manager inserted an advertisement for this post in prominent local newspapers and received a large number of applications although specific job description and job requirements were embodied in the advertisement. After preliminary screening of applications, the Personnel Manager selected only 6 applications out of 197 and sent them "Application Blank" for collecting their detailed information. On receipt of Applications and on further scrutiny, it was observed that two candidates were age-barred, although they had a good experience at their credit and one candidate had a suspicious personal life. The Personnel Manager therefore selected only 3 candidates and sent them call-letters for a personal interview on a stipulated date.

Only two candidates out of the three appeared for the interview before the Interview Panel consisting of three interviewers. The panel had therefore to take a decision on selection, either of Mr. Tukaram Patil or Mr. Girish Mahajan. The personal traits and merits of these two candidates are as follows:

Mr. Tukaram Patil, a young man of 30 years, has worked for a year in the Time Office of a reputed company. He is an exceptionally sociable amicable individual who enjoys mixing with employees. His verbal skills are average, but he has a good degree of hardness. He can sit late in office and prepare payrolls of employees and complete the checking of paysheets a day before the actual date of payment. He does not demand extra remuneration or over-time for sitting late hours in office, He is a good sportsman also and has worked as a secretary of a sports club. A glaring weakness as revealed during the interview is that Mr. Patil's memory is not strong and he may forget a task

assigned to him. But he is straight-forward and frankly accepts his limitations.

Mr. Girish Mahajan, is also a youth, aged 25, and has a good personality, above average communication skills, but at times is “rough” in dealing with people. His clerical and computational skills are excellent. He does not on his own mix with people or take part in extra curricular activities. He joined a textile mill as a clerk in the Time Office and was promoted to the post of Assistant Time Keeper within a period of 5 years. He is against the principle of sitting late in office. His sense of time keeping, punctuality is good and regular. He feels that attendance of employees must be posted in the regular register on the same day and paysheets must be kept ready on 1st of every month and sent to A/c Department, for checking before 3rd instalment. Similarly, he prepares PF/ESI statements and returns in time and submits the same to respective Government authorities in time. However, Mr. Girish Mahajan is short tempered and at times he also had heated arguments with managerial executives. He limits his existence to his working table and if anybody unconnected with the time-office work comes near his table, he loses his temper.

Questions:

(a) In terms of overall capabilities and job requirements, whom will you recommend out of the two candidates, in your capacity as a Personnel Manager?

Ans. As a Personnel Manager of Vishal Industries Ltd, Mr. Girish Mahajan will be recommended out of the two candidates as a Time-Keeper. As Mr. Girish Mahajan believes in time keeping and punctuality which is very much essential for any business organization and also he is excellent in clerical and computational skills which can be helpful to hire a person who knows how to tackle today’s technical System. Girish Mahajan

is very focused mind as he feels the attendance of employees must be posted in the regular register on the same day and pay sheets must be kept ready on 1st of every month and sent to A/c Department which shows he is interested more in his own work rather than other extracurricular activities.

Mr. Girish Mahajan has one disadvantage in him that he is short tempered but that’s also true that a tempered person has the tendency to overcome any situation to prove him and his confident in him.

(b) In case the other two members of the Interview Panel differ from your decision, how will you convince them?

Ans. As a Personnel Manager of Vishal Industries Ltd will convinced him by gratifying him about the requirement of business organization, that its really beneficial for him to work under this kinda workplace very fluent environment and also by giving him opportunity like some amount for particular period, 1-2 hour early time span, bonus greed, etc.

(c) As a Manager HR, what will you do to improve the interpersonal relations in the organization?

Ans. Interpersonal relationship refers to a strong association among employees either working together in the same team or same organization. Employees must get along well for a positive and healthy ambience at the workplace. As a HR manager, I will try to bring individuals into a more conscious level of interpersonal relationship, communication, and mutually supportive interdependence. It is important to note how attitudes and personality styles may conflict, and thus it is necessary to transform into more cohesive, complimentary, competent coordination. An indispensable training for any organization, as it defuses conflict, boosts morale, improves productivity and enhances the general atmosphere of the work environment.

■ ■

Sample Preview of The Chapter

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BUSINESS ETHICS AND CSR

BLOCK-1 : ETHICS AND BUSINESS



Business Ethics: An Overview

INTRODUCTION

Business ethics carries significant influence in the corporate world. Not only does it change how businesses operate on a day-to-day basis, but it also influences legislation around corporate regulation. In this chapter we will find out what business ethics is, why it is important, and how you can spot ethical and unethical behaviors in the workplace. We will also learn that Business ethics is the study of how a business should act in the face of ethical dilemmas and controversial situations. This can include a number of different situations, including how a business is governed, how stocks are traded, a business' role in social issues, and more.

CHAPTER AT A GLANCE

WHAT IS ETHICS?

The English word ethics is derived from the Ancient Greek word *ēthikós*, meaning “relating to one’s character”, which itself comes from the root word *ēthos* meaning “character, moral nature”. This word was transferred into Latin as *ethica* and then into French as *éthique*, from which it was transferred into English.

Rushworth Kidder states that “standard definitions of ethics have typically included such phrases as ‘the science of the ideal human character’ or ‘the science of moral duty’”. Richard William Paul and Linda Elder define ethics as “a set of concepts and principles that guide us in determining what behaviour helps or harms sentient creatures”. The Cambridge Dictionary of Philosophy states that the word “ethics” is “commonly used interchangeably with ‘morality’ ... and sometimes it is used more narrowly to mean the moral principles of a particular tradition, group or individual.” Paul and

Elder state that most people confuse ethics with behaving in accordance with social conventions, religious beliefs, the law, and do not treat ethics as a stand-alone concept.

The word ethics in English refers to several things. It can refer to philosophical ethics or moral philosophy – a project that attempts to use reason to answer various kinds of ethical questions. As the English moral philosopher Bernard Williams writes, attempting to explain moral philosophy: “What makes an inquiry a philosophical one is reflective generality and a style of argument that claims to be rationally persuasive.” Williams describes the content of this area of inquiry as addressing the very broad question, “how one should live”. Ethics can also refer to a common human ability to think about ethical problems that is not particular to philosophy. As bioethicist Larry Churchill has written: “Ethics, understood as the capacity to think critically about moral values and direct our actions in terms of such values, is a generic human capacity.”

UNDERSTANDING BUSINESS ETHICS

Business ethics is the study of appropriate business policies and practices regarding potentially controversial subjects including corporate governance, insider trading, bribery, discrimination, corporate social responsibility, and fiduciary responsibilities. The law often guides business ethics, but at other times business ethics provide a basic guideline that businesses can choose to follow to gain public approval.

Business ethics refers to implementing appropriate business policies and practices with regard to arguably controversial subjects. Some issues that come up in a discussion of ethics include corporate governance, insider trading, bribery, discrimination, social responsibility, and fiduciary responsibilities. The law

usually sets the tone for business ethics, providing a basic guideline that businesses can choose to follow to gain public approval.

Business ethics ensure that a certain basic level of trust exists between consumers and various forms of market participants with businesses. For example, a portfolio manager must give the same consideration to the portfolios of family members and small individual investors. These kinds of practices ensure the public receives fair treatment.

The concept of business ethics began in the 1960s as corporations became more aware of a rising consumer-based society that showed concerns regarding the environment, social causes, and corporate responsibility. The increased focus on “social issues” was a hallmark of the decade.

Since that time period, the concept of business ethics has evolved. Business ethics goes beyond just a moral code of right and wrong; it attempts to reconcile what companies must do legally *versus* maintaining a competitive advantage over other businesses. Firms display business ethics in several ways.

Examples of Business Ethics

Here are a few examples of business ethics at work as corporations attempt to balance marketing and social responsibility. For example, Company XYZ sells cereals with all-natural ingredients. The marketing department wants to use the all-natural ingredients as a selling point, but it must temper enthusiasm for the product versus the laws that govern labeling practices.

Some competitors’ advertisements tout high-fiber cereals that have the potential to reduce the risk of some types of cancer. The cereal company in question wants to gain more market share, but the marketing department cannot make dubious health claims on cereal boxes without the risk of litigation and fines. Even though competitors with larger market shares of the cereal industry use shady labeling practices, that doesn’t mean every manufacturer should engage in unethical behaviour.

For another example, consider the matter of quality control for a company that manufactures electronic components for computer servers. These components must ship on time, or the manufacturer of the parts risks losing a lucrative contract. The quality-control department discovers a possible defect, and every component in one shipment faces checks.

Unfortunately, the checks may take too long, and the window for on-time shipping could pass, which could delay the customer’s product release. The quality-control department can ship the parts, hoping that not all of them are defective, or delay the shipment and test everything. If the parts are defective, the company that buys the components might face a firestorm of consumer backlash, which may lead the customer to seek a more reliable supplier.

FEATURES OF BUSINESS ETHICS

Following are the features of business ethics:

Maintains Legality of Business: Business ethics ensure that business does not involve in any illegal activities. Ethics in business clearly defines the rules and principles that business needs to adopt in its code of conduct. These ethics avoid the adoption of unfair trade activities like adulteration, black marketing, frauds and cheating in the product, improper weights and measures, etc. This all helps in maintaining the legality of the business.

Reduce Risk and Cost: Ethics in business helps in improving the productivity and overall efficiency of the organisation. These ethics bring self-discipline within the organisation and aims at reducing the risk and expenses. All the people working in an organisation are strictly required to follow these ethics and are imposed to a penalty in case of any failure. Employees are required to strictly required to focus on their defined roles for achieving higher efficiency.

Providing Quality Products: Quality products are a must for keeping the customers happy and satisfied. Ethics in business defines certain standards for the production of better products for customers. Businesses are required to use better technology and resources for manufacturing their products. They should not compromise with product quality and should meet the standards level set by these ethics.

Healthy Competition: Unhealthy competition in the market makes the condition worse for the existence of the small business. Every business should adopt fair market practices for healthy competition in the market. They should cooperate with their business partners and other business organisation existing in the market. Ethics in business focuses on that any business organisation does not aim at creating its monopoly in the market by exploiting other ones existing in the market.

Profit Making: Business ethics are not against the profit earning objective of business. The aim that business should not earn profit by unfair means. Businessmen should remain honest and not cheat its customers, investors and employees. Involvement in any fraudulent activities for raising profit should be avoided.

Good Employer-Employee Relations: Implementation of ethics in business makes the employer and employee relations better. These ethics ensure that business should not operate for its own growth only but also work for the welfare of its employees. All employees should be provided better and timely wages and salaries, proper working conditions and various other amenities. It helps in developing better relations and understanding among employer and employees.

Long Term Growth: Ethics in business focuses on the survival of business organisations for long term. Business cannot exist for long term if any of its operations leads to exploitation of its stakeholders. These ethics ensure that business works for the welfare of all its stakeholders and tries to achieve their support. With the support of all its stakeholders business can easily touch the height of great success and can continue its operations for the long-term.

WHY IS BUSINESS ETHICS IMPORTANT?

Business ethics are important for a variety of reasons. First and foremost, it keeps the business working within the boundaries of the law, ensuring that they aren't committing crimes against their employees, customers, consumers at large, or other parties. However, the business also has a number of other advantages that will help them succeed if they are aware of business ethics.

Businesses can also build trust between the business and consumers. If consumers feel that a business can be trusted, they will be more likely to choose that business over its competitors. Some businesses choose to use certain aspects of business ethics as a marketing tool, particularly if they decide to highlight a popular social issue. Leveraging business ethics wisely can result in increased brand equity overall.

Being an ethical business is also highly appealing to investors and shareholders. They will be more likely to sink money into the company, as following standard ethical business practices and leveraging them properly can be a path to success for many businesses.

Following business ethics can also be beneficial for the business' employees and operations. Attracting top talent is significantly easier for ethical businesses. Employees not only appreciate a socially aware employer, but will also perceive them as the kind of business that will act in the best interest of their employees. This produces more dedicated employees and can also reduce recruitment costs.

TYPES OF BUSINESS ETHICS

Business ethics as a field of study is incredibly diverse, but many concepts can be divided into a few basic principles. Every business should strive to follow these guidelines in the pursuit of success.

Trustworthiness: Achieving trustworthiness typically involves being transparent and honest in all actions and communications. Being trustworthy can have a positive impact both internally and externally. Consumers appreciate openness, as it provides them with insight into how a business operates and conceptualizes the work that they do. Employees also appreciate this quality in a business that they work for.

Respect: Showing respect for employees and customers involves following through on all promises – and providing sincere apologies and appropriate compensation if anything falls through. Showing a lack of respect will deter customers from engaging with a business and lower a business' reputation. It will also do significant damage to employee morale and increase turnover.

Fairness: Treating customers and employees with a sense of fairness and justice is a key type of ethics. Manipulative behaviours aren't just unethical, but they are also unhelpful – and the top priority of any business should be to be helpful to its customers and employees. It is also important to treat all people equally.

Caring: Businesses, at the end of the day, are composed of human beings. There are human beings that consumer goods or services from the business, and then there are human beings that work to produce those goods or services. Being open to their struggles and coming to the table with solutions will show empathy – a valuable tool for any business to utilize. Showing a sense of caring and keeping the lines of communication is not just the ethical thing to do, but can also boost internal and external perceptions of the business.

Examples of Ethical Behaviour in the Workplace

While understanding the basic principles of business ethics is important, it is arguably more important to understand how these ideas apply to day-

to-day business operations. Here are some examples of how ethical behaviours can be practically applied.

Putting Customer Needs First: Companies that build their workplace culture around putting customer needs first and hiring people who engage in this behavior are participating in ethical behaviours. For example, if a customer comes into a store looking for a product that meets very specific needs, it's important to provide them the best product for the situation described instead of upselling them or encouraging them to buy a product that won't meet their needs. However, it is important to ensure that the "customer first" attitude does not unintentionally result in the unethical treatment of employees – such as encouraging them to work more overtime than allowed, forcing them to endure abuse from customers with no safe way to escape the situation, and more.

Being Transparent: Transparency and clear communication is paramount when it comes to ethical workplace behaviors. Employees and consumers alike should never be lied to or told untruths, as this breaks trust within the business. For example, when faced with a public relations crisis, companies should call a meeting and address the problem directly with their employees. It's important to truthfully describe the situation as it unfolded, present solutions, and accept criticism humbly.

Prioritizing Workplace Diversity: Part of being fair is providing everyone with an equal opportunity to be employed at the company. While there is much political debate around how to create workplace fairness, it is undeniable that providing equal opportunity for employment to every applicant is an ethical standard. For example, if someone notices that management tends to hire the same type of person, they may suggest getting employees more involved in the hiring process. This will introduce different perspectives to the hiring process and increase the possibility that different kinds of applicants will be selected for a position.

Respecting Customer Information: Many businesses collect the personal information of their customers, whether it's payment information, health information, or similar. One of the priorities for any business should be securing and protecting this information. For example, a hospital may create and enforce aggressive policies around staff sharing patient information on social media. Having an employee share

this kind of information on their personal accounts is not only disrespectful of the patient's privacy, but could also put the hospital at risk of violating HIPAA regulations.

Providing Resources for Reporting Unethical Behaviour: If an employee notices unethical behaviour in the workplace, they should have an outlet to report these behaviors. The business is responsible for putting this infrastructure in place and designing it in a way that insulates the employee from harm. For example, a research university should have a neutral office of compliance that is organizationally detached from the research arm of the institution. This provides a neutral space where academics can report unethical studies or harmful practices without fear of workplace repercussions.

Examples of Unethical Behaviour in the Workplace

Just as it is important to understand how to practically apply ethical behaviour, it is equally important to understand what qualifies as unethical behaviour. Here are some examples of what unethical situations can look like in the workplace.

Taking Sides in an Employee Argument: It is not uncommon for conflicts to arise between employees in the workplace. Ethically, it is the job of company leadership and management to remain impartial during these conflicts. For example, if two of a manager's employees are in conflict, it is important for the manager to remain as neutral as possible. When a manager gives preference to a favorite or senior employee or provides a solution that only works in favor of one party, they are participating in unethical behaviour. They must allow both employees to speak their piece and then come to a solution that works best for both parties, as well as the business itself.

Lying: Lying to your employees or customers is the biggest way to break trust. Trust is the best source of dedication and loyalty that any business has. Once that trust is broken, it is extremely difficult to get it back. For example, if a company has a high-performing employee who is asking for a promotion, they may say that there is no room in the budget for a promotion this year. A few months later, another employee may receive a promotion. Telling obvious lies isn't just unethical – it will drive people away from your business.

Misusing Company Time: This is a common ethical dilemma that many businesses face. Many employees misuse company time in a variety of ways,