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Register Number:

DATE:

**ST. JOSEPH’S COLLEGE (AUTONOMOUS), BANGALORE-27**

**UG – IV SEMESTER**

**SEMESTER EXAMINATION: APRIL 2017**

**BC4416 : Human Resource Management**

Time- 1 ½ hrs Max Marks-35

**This paper contains ONE printed pages and four parts**

**Section A**

**I.** Answer **any five** of the following (**1 x 5 = 5 marks)**

1. Give the meaning of job specification.
2. Distinguish between Coaching and Mentoring
3. What is meant by employee morale?
4. Explain the term ‘HR Outsourcing’.
5. State any two components of Compensation.
6. What are sources of stress for the employees in an organization?
7. Give the meaning of replacement planning.

**Section B**

**II.** Answer **any one** of the following (**5 x 1 = 5 marks)**

1. Management Development has become very important in today’s competitive environment. Explain the reasons behind MDP’s.
2. Define human resource planning and explain its process.

**Section C**

**III.** Answer **any one** of the following (**10 x 1 = 10 marks)**

1. A training program is crucial for organizational development and success. Explain various techniques of training employees and how it is fruitful to both employers and employees of an organization.
2. There is no single appraisal methodaccepted and used by all organisations to measure their employee efficiency. Explain in detail different methods of appraisals which can be deployed in a banking environment.

**Section D**

**III. Compulsory Question (15marks)**

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| On October 24, 2016, the corporate world in India was shocked to learn that Cyrus Mistry (Mistry) had been ousted from the post of Chairman of Tata Sons, the holding company of the Tata Group. The reason given for the ouster was the disconnect between Mistry and Tata Sons with regard to values, ethos, vision, and the direction in which the Tata Group was heading. Experts stated that this was the first time that the Tata Group had taken such a drastic step against a very senior member of management. Many industry observers felt that Mistry’s ouster was a departure from the accepted ethos of the Tata Group. Some critics pointed out that though Mistry’s removal was legal it was unethical to remove a senior person from the group that prided itself on doing things the right way. Commenting on his ouster, Mistry said that he was “shocked beyond words”. He added, “The sudden action and lack of explanation has led to all manner of speculation and has done my and the group’s reputation immeasurable harm. The Tata Group was founded by Jamsetji Tata (Jamsetji) in 1868. In 1874, Jamsetji began with a textile mill and inaugurated the Empress Mill in 1877. After successfully establishing his business, he set up Asia’s first iron and steel company, the Tata Iron and Steel Company (TISCO) (now Tata Steel), in Bihar.In 1904, he started the flagship hotel of India’s first luxury chain – the Taj Group of Hotels. On his demise in 1904, his elder son Sir Dorabji Tata (Dorabji), took over control of the business. He was the driving force in operationalizing the steel plant and the power project as envisioned by his father. He also established the Sir Dorabji Tata Trust that was to become the premier charitable endowment of the Tata Group. The trust provided institutional grants and individual grants. JRD Tata, nephew of Jamsetji, entered the Tata Group as an unpaid apprentice in December 1925 when Dorabji was the chairman of the Group. In 1932, JRD created the Tata Aviation service, which later led to the creation of Air India. JRD Tata became the chairman of the Tata Group in 1938. The Group’s business portfolio when JRD took over in 1938 included steel, power, cement, insurance, and aviation. Ratan Tata strongly believed that to achieve growth at the Tata Group, it was necessary to create technologically superior and exciting products. According to him, the Tata Group would have to distinguish itself from other companies through innovation and low costs. Ratan Tata focused on organic as well as inorganic growth strategies to grow the Tata Group. Some of the group’s businesses grew organically. For instance, TCS grew through investments in Greenfield projects. The software company grew by upgrading its technological capabilities, skill sets, and its infrastructure, and in the process, developed several new innovative software products. In 1981, in a bid to improve its R&D skills, TCS founded the Tata Research, Design and Development Center (TRDDC). The center played a key role in developing world class products. In 2010, the board of Tata Sons constituted a panel to find a successor to Ratan Tata. Mistry was also part of this panel. As part of the panel, Mistry suggested ways in which the group could be transformed and how the debt burden could be reduced. His suggestions impressed the panel and in a surprising move, it concluded that Mistry would take over as Chairman of Tata Sons. Mistry by virtue of his age came in with a lot of promise, especially of continuity, when he became chairman of Tata Sons at the age of 44 in 2012. |
| To some extent, Mistry’s move of closing down underperforming companies helped the group increase its market capitalization by 56 percent from US$ 67.5 billion in December 2012 to US$ 125 billion in 2016. However, his way of handling business did not go down well with Ratan Tata and the board at Tata Sons. Since there were speculations in several quarters over Mistry’s sudden removal, Tata Sons said in a letter to the media that Mistry’s performance was the main reason he had been fired and held him responsible for rising expenses and impairment provisions. After his ouster in October 2016, Mistry said in an email to the board of Tata Sons and trustees of Tata Trusts, “I cannot believe that I was removed on grounds of non-performance. I am not sure if the individual board members and trustees truly appreciated the extent of the problems I had inherited.” He added, “Prior to my appointment, I was assured that I would be given a free hand. The previous Chairman (Ratan Tata) was to step back and be available for guidance and advice as and when needed.” But after his appointment, Mistry stated that the board had modified the Articles of Association, changing the rules of engagement between the board of Tata Sons, the Tata Trust, the operating companies, and the Chairman. Some industry observers felt that the board at Tata Sons should have planned a graceful exit for Mistry since he was deeply entrenched in the Tata Sons board since he had been working with the Tata Group even before becoming the chairman of Tata Sons. Before planning his sudden exit, the board should have taken into account Mistry’s standing in the corporate world, his family firm’s 18.4 percent stake in Tata Sons, and his age which would have brought in longevity and continuity to the post of chairman of Tata Sons.

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|  | 1. Analyze how Mistry handled his termination.
2. Explore strategies for succession planning with reference to this case
3. Explore strategies for organizations to handle contentious terminations.
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