

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER-II– • EXAMINATION – SUMMER 2015

Subject Code: 2820004

Date: 27/05/2015

Subject Name: Human Resource Management (HRM)

Time: 10.30 AM TO 01.30 PM

Total Marks: 70

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q. No.

6

Q.1 (a) Objective Questions

Which of the following is a mandatory issue to be discussed during collective bargaining session?

1. A. Number of new Hires B. Pricing strategy for new products
C. Wage rates D. Product design

In designing recruitment activities, what two central issues are addressed?

2. A. Cost and Applicant fit B. Cost and places to look for applicants
within organization culture
C. Cost and job analysis D. Methods to use to find applicants and sources to target

Arbitration is effective as a means of resolving disputes because-

3. A. It is established by the parties to the dispute; delays are cut down and the decision is acceptable to them
B. It is the another method of resolving industrial disputes
C. It is expensive D. Recommendations are binding on both the parties

Repatriation takes place because-

4. A. Period of posting is over or failure to do the good job B. Expatriates want their children to study in home country schools
C. Unhappy with their overseas assignments D. All the above (a,b,c)

International business adopt three approaches to staffing-

5. A. Regiocentric; Geocentric and Polycentric B. Ethnocentric; Regiocentric and Global centric
C. International Staffing; Local staffing and Cross Cultural staffing D. Ethnocentric; Polycentric and Geocentric

What would you call a meeting that is typically done once in a year to identify and discuss job relevant strengths and weaknesses of individuals or work teams?

6. A. Performance appraisals B. Performance facilitation
C. Performance Encouragement D. Performance Standard

Q.1 (b) On- the- Job and Off- the –Job training

04

- Q.1** (c) What do you mean by Human Resource Planning? Elaborate the steps involved in HRP **04**
- Q.2** (a) Define Trade Union. How can the Union get registered? Its roles and importance. Problem of Trade Union in India **07**
- (b) :Job rotation, Job enlargement and job Enrichment are simply attempts by managers to avoid individuals at work"- Comment **07**
- OR**
- (b) Evaluate 360-degree feedback as a technique of appraisal also compare the same with 720 – degree technique **07**
- Q.3** (a) Define Strategic Human Resource Management. Explain seven steps in strategic management process **07**
- (b) Define Job Analysis. Why is HR Planning more common among large organizations than among small ones with examples? **07**
- OR**
- Q.3** (a) Compare and contrast the following methods of Job evaluation: Ranking, Classification and Factor Comparison Method. **07**
- (b) Marketing Manager of Intelligence Pharmaceutical company identify the performance deficiency in his medical representatives. He came to know the reasons of deficiency are “lack of technical as well as communication skill.” Which training programme will you suggest for the medical representatives? Why? Explain meticulously. **07**
- Q.4** (a) Define what Industrial dispute is. Discuss the various causes that lead to industrial dispute and different methods of settling industrial disputes. **07**
- (b) Define Factories Act, 1948. What are the various provisions related to health? State examples to support your explanation **07**
- OR**
- Q.4** (a) What is collective bargaining? List down its features and also discuss why the collective bargaining is important to the employer as well as the workers? **07**
- (b) Discuss the pre requisites required for the success of “Workers’ Participation in Management” & What are the reasons for failure of expatriate assignments **07**
- Q.5** **14**
Case Study
- Hindustan Liver Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most favored companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps: such as- Screening of application forms, preliminary interview, and final selection.

Screening of Applications Forms :

In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality. A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

Preliminary interview:

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection:

Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topic is finalized, the members of the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division, and a senior manager of other division. The board evaluates the candidates along the following factors: Style of self introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually.

After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among themselves and then arrive at a consensus.

Questions:

1. What type of selection should be adopted by the company?
2. What is considered in time of screening the application forms?
3. What is the basic objective of the preliminary interview?
4. What should be the size of groups for final selection?
5. Why is a case distributed in advance amongst the candidates in final selection?

6. What is the information on the basis of which the personal interview is conducted?

OR

Q.5

Case Study

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A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourers. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerable lower.

Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

The equipment began to experience a growing "downtime" because of machine failures and quality- particularly on part dimensions- declined dramatically.

At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Questions:

1. From the discussion of job analysis information and job design, what actions would you recommend to HR department?
2. Given the problems associated with the second shift, what differences would you look for between first shift and second shift workers?
3. Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?
