

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER II– • EXAMINATION – WINTER 2015

Subject Code: 2820004

Date: 17/12/2015

Subject Name: Human Resource Management (HRM)

Time: 02.30 PM TO 05.30 PM

Total Marks: 70

Instructions:

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

Q.1

(a) Select an appropriate option from given multiple choice questions. 6

1. Which of the following is not offered in a Job Analysis?

- A. Performance Appraisal B. Working Conditions
C. Job Specification D. Job Description

2. The most reliable type of Interview is

- A. Behavioral B. Stress
C. Structured D. Panel

3. Laboratory Training is also known as

- A. Simulation Method B. Job Instruction Training
C. T-group Training D. Video Conferencing

4. One of the following is future oriented appraisal techniques

- A. MBO B. Check List
C. Rating Scale D. Field Review

5. In an Incentive Payment Plan, workers' pay is determined by

- A. Management B. Seniority
C. Cost of Living D. Performance

6. Which of the following is not an external source of Recruitment?

- A. Advertisement B. Employment Agencies
C. Promotion D. Campus Interview

Q.1 (b) Explain the following terms 4

1. Outsourcing
2. Structured Interview
3. Dejobbing
4. Layoff

Q.1(c) Briefly explain case study as a method of Management Development 4

Q.2 (a) Define Job Analysis. Discuss in detail the methods of collecting Job Analysis Data.	7
Q.2 (b) Prepare a detailed note on various stages of Selection Process of Salespeople of FMCG products.	7
OR	
Q.2 (b) Clarify the concept of Human Resource Planning. Being Human Resource Manager, bring out any four methods of HR Forecasting.	7
Q.3 (a) Elucidate methods of settling Industrial disputes.	7
Q.3 (b) Briefly write about various deductions under Payment of Wages Legislation.	7
OR	
Q.3 (a) Discuss the safety provisions as contained in Factories Act, 1948	7
Q.3 (b) Describe the different steps in a Collective Bargaining Process in India.	7
Q.4 (a) Enumerate the meaning, merits and limitations of the 360 Degree feedback Method.	7
Q.4 (b) Evaluate the challenges facing the Trade Union Movements in India.	7
OR	
Q.4 (a) Define Strategic Human Resource Management and explain the steps in strategic management process.	7
Q.4 (b) Write short notes	7
1. Employees Stock Option Plan	
2. Fringe Benefits	
Q.5 Case Study	14

Prashant Arora has been employed for six months in the accounts section of a large manufacturing company in Faridabad. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the accounts section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the expectation of Prashant, all seem to be meeting the targets set by you. Along with numerous errors, Prashant's work is characterized by low performance- often he does 20 percent less than the other clerks in the section.

As you look in to Prashant's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

Questions:

1. As Prashant's supervisor, can you find out whether the poor performance is due to poor training or some other cause?
2. If you find Prashant has been inadequately trained, how do you go about introducing a remedial training program?
3. If he has been with the company six months, what kind of remedial program would be best?

OR

Q.5 Case Study:

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Suraj Brakes Limited produces automobiles spare parts on a large scale and supplies them to several major automobiles producers in the world. This Hyderabad based multinational has a commendable sales and profit performance. It is also a market leader in its area of operations. The company has staff strength of 9500 on its roll. As a part of its platinum jubilee celebrations, the management recently did self introspection of its functioning by analyzing the relevance of its mission, vision, policies and programs covering all aspects of organization. As far as HRM was concerned, the management concluded that the work force composition of the organization was not reflecting the reality of the diversified nature of labor market. In fact, the HR policy of the company was not offering equal opportunity to all segments of the labor market. The number of women employees in the workforce was significant while physically challenged person was trivial. Thus, the company took an administrative decision to change its recruitment policy in a way that would reflect the labor market conditions. Also, its management decided to implement these changes with immediate effects.

The proposal of the management received a mixed response from the employees. A section of the employees viewed the proposal favorably and supported it on the ground that it would do social justice, reflect the reality of the market, make optimum utilization of the talents available in the market, and prepare the organization for an inclusive growth. However, another section of workforce viewed the proposal with doubt and disbelief as they felt that a well-performing organization like Suraj should not take any unwarranted risk. They also feared the cost of training would go up substantially. Besides, they were afraid that gender related issues could crop up in the organization. Further, they foresaw an additional investment commitment by the management to improve the infrastructure facilities, especially for the physically challenged.

Finally, however, the company went ahead with its revised policy and implemented it. It also directed the HR department to do what was necessary for the success implementation of the diversity-based HR policy initiatives. The HR department prepared the ground for the implementation of the new ideologies and of the policies of the company. Soon after, the proportion of the employees belonging to these categories began to pick up.

Questions

1. How do you view the new proposal of the company in the light of the current performance of the company?
2. Do you foresee any problem for the company in the execution stage of the proposal?
3. Do you have any better suggestions and strategy for the company to adopt itself to the emerging labor market environment?
