

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA- SEMESTER - III-EXAMINATION- SUMMER-2023

Subject Code: 4539233**Date: 22/06/2023****Subject Name: Human Resource Audit****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.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q. No.	Question Text and Description		Marks
Q.1	Q. 1 Explain the following terms. (i) Discuss the concept of HR audit. (ii) What do you understand by audit of Human Resource function? (iii) What is workshop? (iv) Discuss any two important goals of audit? (v) Explain the term internal audit. (vi) What is valuation of Human resource? (vi) Explain circulars?		14
Q.2	(a)	Describe the characteristics of HRD audit. Why companies want HRD audit?	07
	(b)	Discuss the Characteristics and scope of HR audit?	07
	OR		
	(b)	Discuss the HR function audit checklist. Also explain the criteria for measuring the effectiveness of the HR function	07
Q.3	(a)	Give a detail description on process of HR audit.	07
	(b)	Discuss the concept of employee relation audit. Enumerate the nature and scope of employee relation.	07
	OR		
Q.3	(a)	Explain the guidelines and importance of team building.	07
	(b)	What are the elements of workforce communication? Discuss the channels of workforce communication.	07
Q.4	(a)	Enumerate the use of HR report for business improvement?	07
	(b)	Explain the methods of valuation of human resource.	07
	OR		
Q.4	(a)	Explain the concept of HR audit for legal compliance and safe business practices. Also discuss the scope of human resource audit.	07
	(b)	Explain the types and components of HR audit.	07

Q.5	<p>CASE STUDY:</p> <p>Mr. Samrat Bhattacharya joined Forgewell Auto Ltd., New Delhi recently as a HR Manager. Forgewell Auto Ltd. Is a manufacturer and supplier of safety critical automotive components which finds application in steering and suspension assemblies of passenger cars. It supplies to major OEMs in India and Abroad. The company has modest turnover of 40 crore annually and is in business for the last twenty years.</p> <p>Samrat was very enthusiastic and wanted to bring about many changes in the HR policies and system of the organization. He began by studying the various systems and practices in place. During a conversation with Mr. S.N. Hassija, the Head of Production, he found that the productivity of the workforce was lower than its competitors. With this cue, he started looking at HR practices in place.</p> <p>He noted that the compensation management in the organization hovered around rewarding individual performance although the nature of work was team based. So, one of the first thing Samrat wanted to do in his new position at Forgewell Auto Ltd. Was to improve productivity through teamwork at every level of the organization. As the new HR Manager, Samrat set-out to change the culture to accommodate the team based approach to compensation. He had become so enthusiastic in his most recent position. Samrat decided to change Forgewell's long standing policy which had been to give all employees the same annual pay increase but Samrat felt that in the new term environment outstanding performance should be the criterion for pay rises. After consulting with CEO Vikas Mohanty Samrat sent a memo to all employees announcing the change to team based pay for performance. The reaction was immediate and 100% negative. None of the employees was happy with the change. They complained that this will result in partiality in rewarding employees given that the performance appraisal system in the organization is quite old and primitive.</p> <p>Some of the shop floor supervisors started suspecting the intention of the new HR manager as they thought that Pay-for-performance was a veil to disturb the harmony prevailing amongst the employees. Samrat and Vikas arranged a meeting for early next morning in his office over tea, they began a painful debate.</p>	14
	(a) What advice would you give Samrat and Vikas as they consider their decision?	07
	(b) What mistakes did they make in adopting and communicating the new compensation plan?	07
OR		
Q.5	(a) If you were Mr. Samrat, how would you deal in this situation?	07
	(b) Should the new policy be retracted as quickly as it was adopted, or should it be allowed to stand?	07
