

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 2 – EXAMINATION – WINTER 2018

Subject Code: 2820004**Date: 27/12/2018****Subject Name: Human Resource Management****Time: 2:30pm to 5:30pm****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) Choose the correct option **06**
- 1 _____ is a bias that can occur in evaluating an individual's performance where they are consistently rated based on the evaluator's overall impression, rather than on their actual performance in various categories.

| | |
|---------------------------|--------------------|
| A. Spillover effect | B. Halo effect |
| C. Central Tendency error | D. Leniency effect |
 - 2 A compensation system wherein employees are paid based on skill, knowledge and competencies is known as _____.

| | |
|--------------------|--------------------------|
| A. ESOP | B. Pay parity |
| C. Skill based pay | D. Performance based pay |
 - 3 A system where employees are moved from one job to another related job on a regular interval is referred to as _____.

| | |
|-------------------|---------------------|
| A. Job rotation | B. Job Enlargement |
| C. Job Enrichment | D. Job satisfaction |
 - 4 _____ is a refusal by an employer to allow employees to work on a temporary basis.

| | |
|------------|-------------|
| A. Strike | B. Lock-out |
| C. Lay-off | D. Closure |
 - 5 As per Factories Act, 1948, it is mandatory to have one first-aid box for every _____ workers.

| | |
|--------|--------|
| A. 250 | B. 200 |
| C. 300 | D. 150 |
 - 6 The approach of recruiting candidates through existing employees, past employees or previous applicants is known as _____.

| | |
|-------------------------|-------------------------|
| A. Online Recruitment | B. External Recruitment |
| C. Internal Recruitment | D. Employee Referrals |
- (b) Explain the following terms: **04**
1. Job Description
 2. Collective Bargaining
 3. Panel Interview
 4. On the job training
- (c) Write a brief note on Management by Objective (MBO) as a technique of Performance Appraisal. **04**
- Q-2 (a) What is Human Resource Planning. Explain the process of Human Resource Planning stepwise. **07**

- (b) Define the term Recruitment. Explain various sources of recruitment along with examples. 07

OR

- (b) Mr. Aman, HR manager is entrusted with responsibilities of evaluating newly created jobs in a chemical industry. With reference to this, explain the process of Job Evaluation. 07

- Q-3 (a) Interview is a widely used techniques in any selection process. What are the types of interview that can be used by an HR manager? List out major mistakes that can occur during interview. 07

- (b) Write a note on any two past oriented performance appraisal methods. Explain it with help of examples. 07

OR

- Q-3 (a) The training manager of a large manufacturing is company is supposed to devise a training plan for managerial level employees. Which Off-the Job training methods can be used for Managers in a manufacturing company? 07

- (b) Define Strategic Human Resource Management and explain the seven steps in strategic management process. 07

- Q-4 (a) Write a note on Workers' Participation in Management (WPM). Describe major objectives of WPM. 07

- (b) Define the term 'Wages' with reference to Payment of Wages Act, 1936. Mention the section related to permissible fines and deductions under this Act. 07

OR

- Q-4 (a) Describe the registration process of Trade Union under Trade Unions Act, 1926. 07

- (b) Define the term 'Dispute' under Industrial Disputes Act, 1947. What are methods for resolving disputes. 07

- Q-5 **Read the following case study and answer the following questions:** 14

Farmington, Connecticut-based Otis Elevator is the world's largest manufacturer, installer and servicer of elevators, escalators, moving walk-ways and other vertical and horizontal passenger transportation systems. Otis products are offered in more than 200 countries worldwide, and the company employs more than 63000 people. Among its many installations are Eiffel Tower, Sydney Opera House, Vatican CN Tower, and Hong Kong Convection Centre.

For years, the company has an ineffective performance management system that was excessively time consuming and inspired little confidence among employees or managers. In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the company's new focus on project teams. For this realignment into project team to be successful, managers were required to demonstrate specific competencies in both team leadership and project management, as well as remain accountable for the financial and operating results of projects.

Realising that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom designed 360 degree feedback system developed that provided management with feedback form those most directly affected by their performance; their subordinates, peers and customers. The system provides ratings on several critical core competencies and is administered entirely online via the company internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Otis to provide

performance feedback in tandem with the organization's strategic objectives'; is far more efficient than previous paper driven system; and perhaps, most importantly, has restored employee faith in the company's performance feedback system.

1. How can 360 degree feedback mechanism help Otis revamp its performance management system?
2. What critical inputs need to be considered while evaluating by customers, peers and supervisors?

OR

Q-5 You are a Vice President of Sales department of a pharmaceutical company. You are required to design an individual as well as group incentive plan for sales executives for your company which can enhance individual and group performance. **14**

Keeping in mind, the pros and cons of incentives, design an incentive plan for sales executives.
