

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA - SEMESTER– II EXAMINATION – WINTER 2019****Subject Code: 2820004****Date: 31-12-2019****Subject Name: Human Resource Management****Time: 2.30 PM to 5.30 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). Answer the following multiple choice questions: 6

- Which of the following is a forecasting technique that involves experimenting a real world situation through a mathematical model?
1. A. Simulation B. Modeling
C. Mock-up D. Replication
- Staffing is a process of hiring qualified employees at the right place and at the right time, to achieve _____.
2. A. Targeted sales goals B. Organizational objectives
C. Individual career goals D. Return on investment
- Organizational goals should be
3. A. Achievable B. Ambiguous
C. Random D. Vague
- Which of the following defines the process of 'Recruitment'?
4. A. Forecasting the demand of human resources B. Forecasting the supply of human resources
C. Discovering potential job candidates for a particular position D. None of the above
- As being part of an organization, it is an employee's _____ to align his/her actions according to the set rules & policies.
5. A. Right B. Responsibility
C. Task D. Contractual right
- SWOT Analysis is a tool for
6. A. Determining organization's mission B. Developing organizational goals
C. Formulating strategies D. Environmental scanning

Q.1 (b) Explain the following terms: 04

- (1) 360 Degree Performance Appraisal
- (2) Expatriate
- (3) Works Committee
- (4) International Labour Organization

Q.1 (c) Answer the following in brief: 04

- (1) What is the relation between selection, recruitment and job analysis?
- (2) What is the relation between education, training and development?

Q.2 (a) What is Human Resource Management? Explain the functions of HRM? 07

	(b)	MD of Triple A Ltd says that HRP is a waste since everything is changing fast. How can the HR manager convince the MD about the usefulness of HRP?	07
		OR	
	(b)	Discuss HRM and its environment with suitable illustrations?	07
Q.3	(a)	Bring out the steps in training and development process with an example of your choice?	07
	(b)	State the methods of resolving industrial dispute. Explain any three of your choice?	07
		OR	
Q.3	(a)	Between Parent Country Nationals and Host Country Nationals, which do you prefer? Why?	07
	(b)	Discuss the provisions of health under the Factory's Act?	07
Q.4	(a)	Explain the errors of performance appraisal?	07
	(b)	What are the major challenges of compensation?	07
		OR	
Q.4	(a)	Define Collective Bargaining and explain the characteristics of CB.	07
	(b)	What are the permissible deductions under the Payment of Wage Act?	07
Q.5		<i>Approaches in Industrial Relations</i>	14
		<p>In a large-scale industrial undertaking near Jaipur, the terms and conditions of employment of workers are governed by a combination of labour laws and regulations, collective agreements and settlements, standing orders and industrial awards. While contracting collective agreements, the parties have taken into account the technology used in production, conditions of product and labour markets, profitability of the enterprise and standards of living of workers. Most of the agreements reflected the relative strength of the parties at the time of the agreements.</p> <p>There have been differences of approaches of the unions while presenting their demands before the management. While one union also took into account the financial conditions of the enterprise, another insisted on increased wages even when the undertaking was running in loss. Besides, there were considerable differences in the extent of membership of the unions and their hold on the workers.</p>	
		Questions:	
		(1) Who are the actors in industrial relations scene of the enterprise?	
		(2) What environmental factors are involved in the establishment of rules in the enterprise?	
		OR	
Q.5		Efficiency of Selection Process vis-à-vis Labour Turnover	14

Relyon is an insurance company with branches all over India. All the HR activities of the company are carried out by the HR

professionals based at the headquarters of the company located in New Delhi. The hiring practice of the company is that the HR staff at the central office recruits the personnel for the managerial cadre for all its branches and leaves the recruitment of other cadres to the managers in charge of their respective branches. The company recently opened a branch at Rameswaram in Tamil Nadu.

Amitabh, General Manager (HR), posted Arvind as the manager for the recently opened branch. In conformity with the company's hiring practice, Arvind recruited other personnel for his branch. But within one year of its operation, this branch witnessed a high labour turnover. The turnover rate was much higher than the company's overall average of 10 per cent. Posts like accounts officer turned over four times while computer operators worked only for a few months and this was the case with the salespeople, who, on an average, lasted only for a few months. The head office took a serious view of these developments.

The branch manager was called to the HR department of the head office to explain the reason for such a high labour turnover in his office. Amitabh, the HR General Manager, asked Arvind about the hiring practices adopted by the latter for choosing employees for his branch. Arvind explained that he made an initial assessment of the candidates on the basis of the information provided by them in their application forms. Those who met the minimum criteria set for the job were then called for an unstructured interview. During the interview, the candidates were asked questions relevant to their field to measure their knowledge, skill and proficiency in the job.

Arvind mentioned that he critically observed the candidate's sitting posture, how he presented himself, his initial remarks, his mannerisms and also his attire. These factors had a decisive influence on his final assessment of the candidate. The candidate was also quizzed about his real intention for joining this company and also his career plans. Finally, a ranked list on the basis of the interview performance was prepared and the job offer given to the selected candidates.

Amitabh, who listened attentively to Arvind, was neither satisfied nor dissatisfied with Arvind's explanation but began to think seriously about the possible role of the selection process in contributing to the high labour turnover.

Questions:

- (1) What is your opinion of the hiring policy followed in Relyon?
- (2) What is your assessment of the hiring practices adopted by Arvind?
