

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA (PART TIME)– SEMESTER 2– EXAMINATION – SUMMER 2019****Subject Code:4529904****Date:14/05/2019****Subject Name: Human Resource Management.****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.1** Define the following: **14**
- (a) Adjudication
  - (b) Knowledge Management
  - (c) HR Scorecard
  - (d) Layoff
  - (e) Ethnocentric.
  - (f) Induction
  - (g) Halo Effect.
- Q.2** (a) Detail the process of selection and discuss in short, the various types of interview methods deployed for same and list various errors which can be made in interview **07**
- (b) Human resource planning is the first step for Human resource management. Throw light on the process of HRP also underpin the techniques used for HRP. **07**
- OR**
- (b) Discuss in detail Trade Union Act 1926, with respect to provisions related to registration, dissolution and rights and duties of trade union **07**
- Q.3** (a) Collective bargaining serves as yardstick for managing sound industrial relations. Justify the statement underpinning the process of collective bargaining, objectives of collective bargaining and types of collective bargaining **07**
- (b) What is Factory? Describe various provisions for Statutory and Non-Statutory Welfare under Factories Act, 1948. **07**
- OR**
- Q.3** (a) Training serves as an important tool for building human capital. Discuss in short the importance of training and briefly also discuss the various methods of training. **07**
- (b) Performance appraisal serves as center of all the H.R Function. Justify the same by defining performance appraisal and brief the various types of appraisal and how I can be linked with the other H.R functions. **07**

**Q.4**

A large, well-known Canadian company had fully depreciated the equipment used to make specialized automobile components for North American automobile producers. Although the equipment had been well-maintained and worked well, it required considerable hands-on labor to use. The result was high labor costs that made the company's brake assemblies, axle mounts, 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 labor costs were considerably lower.

Upon arrival and set up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labor hours per product remained about the same, the lower Brazilian labor rates allowed the new facility to be profitable. Soon a second shift was added, and problems began. The equipment experienced a growing "downtime" because of machines failures. Quality – particularly on part dimensions – declined dramatically.

At a staff meeting, the Brazilian plant manager met with 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 maintenance on the old machinery was probably involved, but 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.

- (a) Based on the knowledge of job analysis information and job design, what actions would you recommend to the HR department by firstly defining job design. **07**
- (b) Since the Canadian workers had considerable experience with the equipment and the workers (particularly on the second shift) in Brazil had little, what implications do you see for job design **07**

**OR**

- Q.4**
- (a) With respect to case discuss how job evaluation could be used to develop the pay parity. **07**
  - (b) Discuss in short, the various methods of job evaluation. **07**

Q.5

Soon after I graduated from engineering college, I accepted a position with the Sundaram Foundry, a medium-sized firm located in a small town in Tamil Nadu. It was a good position, since I was the assistant to Mr. Vishwanath, the General Manager and president of this family owned company, although there were many technical problems, the work was extremely interesting, and I soon learnt all about the foundry business.

The foundry workers were mostly older men and were a closely-knit team. Many of them were related and had been in the foundry for several years. Therefore, they felt that they knew the business in and out and that a technical education had no value. In fact, Mr. Vishwanath had mentioned to me even at the time of my joining, that I was the only engineer ever to be employed in the foundry. He also let me know that the foundry workers, although a good group, were very clannish, since they had been working together for several years. Therefore, it would probably take them some time to accept me.

I introduced myself to the group of foundry workers, a few days after my joining. As I went around in turn, I felt them eyeing me coldly. As I went down the main aisle of the foundry, I heard them talking to each other in low voices and laughing. I found their behavior to be very childish and felt that it was best to ignore these signs of hostility. I thought that if I ignored them, they would automatically stop these antics. A few weeks after this incident, I happened to visit the enamel shop. As I entered, I noticed a worker cleaning the floor with a hose, from which water flowed at high pressure. I was aware that it was the practice to clean the shop at least once a week. I turned my back on the worker and was busy near a dipping tank, when I suddenly felt the force of a stream of water hitting me. I was almost knocked down by the pressure and slipped on the wet floor. When I turned around, the worker looked away in the other direction, as if he had not noticed this happening. However, I was pretty sure that he had intentionally turned the hose on me.

- (a) As a manager if you are asked to change the workforce of company which sources of recruitment would you adopt and why? **07**
  - (b) How could the engineer, the foundry workers and Mr. Vishwanath be more effective so that sound industrial relations exist between them **07**
- Q.5**
- (a) Prepare an induction policy for the new engineer in this firm **07**
  - (b) Design different type of compensation strategy which you would be using for engineers, Laborer's and Mr. Vishwanath and specify the reason for adopting the same. **07**

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