

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER - 02 – • EXAMINATION – WINTER 2016

Subject Code: 2820004**Date: 27/10/2016****Subject Name: Human Resource Management (HRM)****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(a) Objective Questions**06****1. The term procurement stands for**

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|------------------------------|-----------------------------|
| A. Recruitment and Selection | B. Training and Development |
| C. Pay & Benefits | D. Health and Safety |

2. Redesigning jobs in a way that increases the opportunities for the worker to experience the feelings of responsibility, achievement, financial growth and recognition

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|--------------------|-------------------|
| A. Job enlargement | B. Job enrichment |
| C. Job enhancement | D. Dejobbing |

3. Performance appraisal should be multifaceted. Supervisor, customers, vendors, peers, subordinates should also evaluate the performance of an employee. The same is known as

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|---------------------|---------------------------|
| A. Multi appraisals | B. 180 degree |
| C. 360 degree | D. Performance management |

4. Laboratory Training is also known as

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| A. Simulation Method | B. Job Instruction Training |
| C. T- Group training | D. Video Conferencing |

5. Power is the ability of individuals or groups to induce or influence the beliefs or actions of other persons and groups. Power can be derived from many sources. The manager's source of power that comes directly from his formal position within the organization is called

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|---------------------|-----------------|
| A. Legitimate Power | B. Expert Power |
| C. Referent power | D. Reward Power |

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

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|---------------|-------------------|
| A. Management | B. Cost of living |
| C. Seniority | D. Performance |

Q.1 (b) Explain the following terms/ Concepts**04**

1. Job Specification
2. Dejobbing
3. Golden Parachute scheme
4. Strike & Lock-out

Q.1 (c) Define Strategic Human Resource Management and explain the seven steps in strategic management process.**04****Q.2 (a) Clarify the concept of Human Resource Planning. Being Human Resource Manager, bring out any four methods of HR Forecasting.****07**

- (b) It has been observed by the Top Management that there has been error in selection of candidates in the organization and the performance of the organization is suffering because of the same. You are being hired as a HR consultant, kindly guide the organization on different type of selection tests for middle level employees to select a right person for the right job. 07

OR

- (b) In spite of the resistance from top management, Mr. Raman – HR Head at Vermora Ceramics has been investing on training and development of employees. Off let he has been noticing that the training is not giving the desired results. Comment on steps in training process that helps him meet the objectives of training 07

- Q.3** (a) Elucidate various problems associated with Performance Appraisal; also provide solutions to overcome these problems. 07

- (b) Discuss some major mistakes that take place during interview process. If you are an interviewer, how would you avoid them? 07

OR

- Q.3** (a) Explain with necessary details Characteristics, Objectives and Process of Job Evaluation. 07

- (b) Acme – A plastic company, a new player in the plastic industry is planning to design its pay system. Comment on various financial and non financial elements that Acme can use in designing the same 07

- Q.4** (a) Define Industrial Relations. Explain the major aspects of Industrial Relations. 07

- (b) The IR Manager at Ashima textiles has recruited a fresher in the IR department. Comment on the basics that he has to explain to the fresher about Payment of wages Act, 1936. 07

OR

- Q.4** (a) Describe the methods of resolving industrial disputes as per Industrial Disputes Act , 1947 07

- (b) Explain the objectives of Worker's Participation in Management with different methods of WPM. 07

- Q.5** Case Study discussions. 14

Amrit Electrical is a family owned company of approximately 250 employees. Mr. Rajesh Khaitan recently took over as president of the company. A short time after joining the company, he, began to following a discussion with the HR director that the pay of the salaried employees was very much a matter of individual bargaining. Factory workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 75 employees ranging in pay from that of the president to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front time factory supervisors and one was the HR director. The other fourteen were non-management.

This examination also showed that the HR director was underpaid and that the five female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female supervisors. When questioned, the HR director said that she thought that the female supervisors were paid at a lower rate mainly because they were women and because they supervised less skilled employees than did the male supervisors. However, Mr. Khaitan was not convinced that this was true. He decided to hire a compensation consultant to help him.

Together they decided that all 75 salaried jobs should be in the same job evaluation

cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR director were correct and usable in the study, the job evaluation also showed that the HR director and the five female supervisors were being underpaid in comparison with the male employees.

Mr. Khaitan was not sure, what to do. If he gave these four female employees an immediate salary increase which may large enough to bring them upto where they should be, he was afraid the male supervisors could be upset and the female supervisors might comprehend the situation and demand arrears of pay. The Hr director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Khaitan believed that he had three choices relative to the female supervisors: (1) To gradually increase their salaries (ii) to increase their salaries immediately (iii) to do nothing.

Questions:

- 1.What would you do if you were Mr. Khaitan?
2. How do you think the company got into a situation like this in the first place?

OR

Q.5

The president has called a meeting to get your feedback on Jack, a department manager. Jack is what some people call “from the old school” of management. He is gruff, bossy, and often shows an “it’s my way or the highway” attitude. Jack is about five years from retirement. Jack has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Jack is “rude” during meetings and doesn’t let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff “critically” or “negatively” to other managers. But Jack also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the company and lets people know this by his arrival each day at 6:30 a.m. and his departure at 6:00 p.m. He has been with the company for 32 years and he reports directly to the president. Jack has gone to the HR department and complained that the people his supervisors hire are not a good fit for the company. The new employees don’t listen and they have a poor work ethic. Jack feels that HR should do a better job screening people.

Questions:

1. What suggestions do you have for the president on how to coach Jack and develop a personal improvement plan?
2. What areas would you suggest be first on Jack’s improvement plan and How should Jack be coached and by whom? Is it worth the effort, since he might be retiring soon?
