

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER (2) – EXAMINATION – SUMMER 2018**Subject Code: 2820004****Date: 30/05/2018****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. No. | 6 |
|--|-----------|
| Q.1 (a) | |
| The process which best defines the locating and encouraging potential employees to apply for jobs is _____ | |
| 1. A. Human resource planning
B. Recruitment
C. Selection
D. Retention | |
| Which of the following functions of HRM deals with 'Collective Bargaining'? | |
| 2. A. Staffing
B. Forecasting
C. Employee-assistance management
D. Employee relations management | |
| Once a firm has a pool of applicants, the first step in pre-screening is the _____ | |
| 3. A. In-person interview
B. On-site visit
C. Application form
D. Telephone interview | |
| The process of grouping of similar types of works together is known as _____ | |
| 4. A. Job classification
B. Job design
C. Job evaluation
D. Job description | |
| The first step in the human resource planning process is _____ | |
| 5. A. Preparing a job analysis
B. Forecasting future human resource needs
C. Assessing future demand
D. Assessing future supply | |
| The characteristics of human resources are _____ in nature | |
| 6. A. Homogeneous
B. Heterogeneous
C. Ductility
D. Stable | |
| Q.1 (b) | 04 |
| 1) Behavioral Interview
2) Arbitration
3) Central Tendency Error
4) Expatriates | |
| Q.1 (c) | 04 |
| Explain various On-the-Job and Off-the-Job training methods. | |
| Q.2 (a) | 07 |
| Define Human Resource Planning and steps involved in Human Resource Planning Process. | |
| (b) | 07 |
| Discuss some major mistakes that take place during interview process. Suggest few measures of avoiding such mistakes. | |

OR

- (b) What is performance appraisal? Explain the different Techniques of Performance Appraisal and suggest suitable techniques for employees of Information Technology (IT) based company. **07**
- Q.3** (a) What do mean by HRM? Explain the importance of HRM in Indian context. **07**
- (b) Discuss incentives for Salespeople with example of pharmaceutical industry. **07**
- OR**
- Q.3** (a) Write the procedure for Registration of Trade Union, in reference to the Trade Unions Act, 1926. **07**
- (b) Explain the various methods of settling Industrial Dispute and quote any example of your choice in context of past industrial disputes in India. **07**
- Q.4** (a) Discuss Health & Safety provision as contained in Factories Act, 1948. **07**
- (b) Define “Wages” as defined under The Payment of Wages Act, 1936 and give details of the deductions allowed under the Act. **07**
- OR**
- Q.4** (a) Explain the role of “International Labor Organization” in addressing the issues of world labor market. **07**
- (b) Write a note on Ethnocentric, Polycentric and Geocentric as to classify top executives’ values. **07**
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- Q.5** Wanted: Professional Social Workers
Tehri Hydro Electric Corporation Ltd (THDC), with headquarters at Rishikesh, is a joint venture company owned by the Government of India and the Uttar Pradesh state government. The company was set up to develop, operate and maintain the Tehri Hydro Electric Power Complex and other hydropower projects. The Tehri Dam, situated on the river Bhagirathi, is the largest earth-filled dam in Asia that is designed to withstand a high level seismic activity. The hydropower plant attached to the dam has a generating capacity of 1000 MW. The project involved large-scale displacement of people, who were residents of the towns and villages that fell within the reservoir area of dam. As per the legal regulations and international humanitarian conventions, the project-affected people had to be relocated or compensated, and the entire exercise was difficult and time consuming.
After the successful completion and commissioning of the project, THDC is developing other hydropower projects, including the 444 MW Vishnugad Pipalkoti Hydro Electric Project (VPHEP) located in the Chamoli district in Uttarakhand. According to the national policy on rehabilitation of displaced people, the company is responsible for rehabilitation of the people affected by the project. The company has decided to employ professional social workers to work as the interface between THDC and the local community. They will facilitate the rehabilitation and resettlement work in the area. THDC has approached you for help.
Answer the following questions:
- 1) What should the job description of a professional social worker look like?
 - 2) What are the ideal job specifications for the person holding this position?
 - 3) How should the recruiting and screening for this position be done? What specific selection tools would you use?

Q.5

The New Incentive Plan

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The Hotel Paris's competitive strategy is "To use superior guest service to differentiate the Hotel Paris Properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability." HR managers Lisa Cruz must now formulate functional policies and activities that support this competitive strategy, by eliciting the required employee behaviors and competencies.

One of Lisa Cruz's biggest pay-related concerns is that the Hotel Paris compensation plan does not link to performance in any effective way. Because salaries were historically barely competitive, supervisors tended to award merit raises across the board. So, employees who performed well got only about the same raise as did those who performed poorly. Similarly there was no bonus or incentive plan of any kind aimed at linking employee performance to strategically relevant employee capabilities and behaviors such as greeting guests in a friendly manner or providing expeditious check-ins and checkouts.

Based on their analysis, Lisa Cruz and the CEO concluded that by any metric, their company's incentive plan was inadequate. The percentage of the workforce whose merit increase or incentive pay is tied to performance is effectively zero, because managers awarded merit pay across the board. Not more than 5% of the workforce (just the managers) was eligible for incentive pay. And, the percentage of difference in incentive pay between a low-performing and a high-performing employee was less than 2%. Lisa knew from industry studies that top firms, more than 80% of the workforce had merit pay or incentive pay tied to performance. She also knew that in high-performing firms, there was at least a 5% or 6% difference in incentive pay between a low-performing and a high-performing employee. The CFO authorized Lisa to design a new strategy oriented incentive plan for the Hotel Paris's employees. Their overall aim was to incentivize the pay plans of just about all the company's employees.

Lisa and the company's CFO laid out three measurable criteria that the new incentive plan had to meet. First, at least 90% (and preferably all) of the Hotel Paris's employees must be eligible for a merit increase or incentive pay that is tied to performance. Second, there must be at least a 10% difference in incentive pay between a low-performing and a high-performing employee. Third, the new incentive plan had to include specific bonuses and evaluative mechanisms that linked employee behaviors in each job category with strategically relevant employee capabilities and behaviors. For example, front desk clerks were to be rewarded in part based on the friendliness and speed of their check-ins and checkouts, and the housecleaning crew was to be evaluated and rewarded in part based on the percentage of room-cleaning infractions.

Answer the following questions:

- 1) Discuss what you think of the measurable criteria that Lisa and CFO set for their new incentive plan.
- 2) Given what you know about strategic goals of Hotel Paris, list three or four specific behaviors you would incentivize for each of the following group of employees: Front-desk clerks, Hotel managers, Housekeepers.
- 3) Lay out a complete incentive plan (including long term and short term incentives) for the Hotel Paris's Hotel Managers.
