

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER 2 – EXAMINATION – SUMMER 2018**

**Subject Code: 3529205****Date: 30/05/2018****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 (a) Explain the following in detail with example 14
- 1 Competency Mapping.
  - 2 Critical Incident Technique.
  - 3 Talent Management
  - 4 Employee Engagement.
  - 5 Vestibule Training.
  - 6 Poaching.
  - 7 Sit down strike
- Q-2 (a) Flipkart has been overtaken by WALMART wherein top management has observed that there has been wrong selection of candidates in the organization and the performance of the organization may suffer in future because of the same. You being hired as a HR consultant, kindly guide the organization on Selection process and also briefly illustrate the barriers to selection. 07
- (b) Differentiate between recruitment and selection briefly explain the various sources of recruitment. 07
- OR**
- (b) “Right type of manpower planned at the right time can give the optimum results”. Briefly mention the process of Human Resource Planning and in short tell the various tools of demand forecasting. 07
- Q-3 (a) H.R.M serves as one of core functions of organization. Illustrate with examples the functions of HRM and how it would be changed to SHRM in future taking into consideration the future challenges. 07
- (b) Differentiate between job specification and job description and briefly discuss the various methods of job evaluation 07
- OR**
- Q-3 (a) Collective Bargaining is the principal raison d’être of the trade union” Explain the statement in relation with registration of trade union, rights and responsibilities of trade union as per Trade union act, 1926 and briefly explain how collective bargaining can prove as aid to resolve industrial conflicts. 07
- (b) Performance appraisal tools effectiveness depends upon the organization and job profile which is to be evaluated. Justify the statement by describing various process and techniques of appraisals. 07

- Q-4 (a) Define grievance and detail the process of grievance redressal mechanism. 07  
(b) Employee Welfare is one of the area which is overlooked by majority of the employers which can go a long way in building goodwill of the company. Justify the statement with respect to employee welfare provision as per the Factories Act 1948 and also underpin non statutory welfare measures. 07

**OR**

- Q-4 (a) Detail Payment of Gratuity Act, 1972 with respect to objectivity, applicability, benefits, forfeiture and penalties. 07  
(b) What are some typical on-the-job training techniques? What do you think are some of the main drawbacks of relying on informal on-the-job training for helping new employees become accustomed to their jobs? 07

- Q-5 Case Study 14

Fun foods is FMCG Company which markets its products all over the world with a capacity of 2500 employees. The company diligently follows human resource policy drafted by HR experts. Recruitment of employees is done from diversified sources and as per the job description and job specification mentioned. After selection of an employee they are given induction for 15 days and then based on their competency they are given the location.

The company believes in promoting internal employees at the key post and only at entry level employees are hired from external market. The company has a quantitative method of job evaluation which sets as a base for salary differentiation and performance based bonus are given at the end of year. The company also has a conflict resolution cell wherein the employees can file their complaint against the rating given in appraisal. The complaint is generally resolved in 2 working days.

Mr. Mathew has been leading in north zone for 2 years. He also has to his credit market penetration in the new areas wherein company has no visibility. He has been an excellent team leader and his academic records are also one of the best in industry. He has been working in organization since last 5 years. He has been receiving a handsome bonus for his work. Mr. Kulkarni on the other hand is also a performer and has given hundred percentage target achievement to his merit. His rating is comparatively low as compared to Mr. Mathew. He has been working in the institute since last 8 years.

The company has a vacancy for national sales manager wherein as per the policy company is seeking internal recruitment. Both Mr. Mathew and Mr. Kulkarni applied and to great extent employees expect Mr. Mathew to be promoted but instead of him Mr. Kulkarni gets promoted. Mr. Mathew is disheartened by it and he resigns from an organization. The competitor firm is ready to pay him 100 percent hike in the salary and also the designation of National Sales head. The company may face tremendous loss from his move to competitor firm.

A. What is the problem in this case?

B. Is it right on the part of the company to promote Mr. Kulkarni rather than Mr. Mathew and also validate that promotions and salary increments follow performance evaluations.

- Q-5 **OR** 14

A. Is Mr. Mathew's grievance genuine? If it was genuine then what can be the impacts on performance of employees in future?

B. As the manager Human Resource how would you have handled the situation?

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