

Subject Code: MB1322/R13

M B A- II Semester Regular/Supplementary Examinations, Aug - 2015

HUMAN RESOURCE MANAGEMENT

Time: 3 hours

Max Marks: 60

Answer any **FIVE** of the following

All questions carry equal marks. **Q.No.8 is compulsory**

1. What are the functions of HRM? How is HRM critical to a software development organization?
2. Distinguish between Recruitment and Selection. Which plays significant role in HRM?
3. Compare and contrast the different techniques of Performance Evaluation?
4. What are the different components of wage structure in a construction industry?
5. Discuss the techniques and process of job evaluation.
6. How is collective bargaining critical for maintaining industrial peace?
7. What are the causes of work related stress? How can stress be overcome?

8. Case Study:

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile components for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourers. The result was the high labour costs that made the company's brake assemblies, manufacturer, 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 labour costs were considerably lower. Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began. The equipment began to experience a growing "downtime" because of machine failures and quality-particularly on part dimensions- declined dramatically. At a staff meeting the Brazilian plant manager met 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 it was perhaps the question of maintenance of the old machinery but he 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.

Questions:

- a). From the discussion of job analysis information and job design, what actions would you recommend to HR department?
- b). Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?

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