

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 02– EXAMINATION – SUMMER 2015

Subject Code: 2820004

Date: / /2015

Subject Name: Human Resource Management

Time:

Total Marks: 70

Instructions:

1. Attempt all questions.
 2. Make suitable assumptions wherever necessary.
 3. Figures to the right indicate full marks.
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Q1 (a). Answer the following Multiple choice questions.

(6)

1. The purpose of HRM is to:
 - a. restructure
 - b. enable appropriate deployment of HR
 - c. minimize medical claims from retirees
 - d. achieve most output with least input
2. Which of the following is not included in the 3 Ps of HRM?
 - a. Price
 - b. People
 - c. Processes
 - d. Performance
3. The systematic exploration of activities within a job is called?
 - a. job analysis
 - b. job design
 - c. job description
 - d. job specification
4. The extent to which an employment selection test provides consistency of scores is known as.
 - a. reliability
 - b. dependability
 - c. consistency
 - d. validity
5. An HR manager conducts new employee orientation for a large organization. His/her work is within which basic HRM function?

- a. Management
- b. Motivation
- c. Career Planning
- d. Ability of an individual to speak monotonously without any modulation

6. White-collared worker is someone who:

- a. does physical work
- b. does mental work rather than physical work
- c. is a union leader
- d. none of these

Q1 (b) Explain the following terms: (4)

- 1. Job Enlargement
- 2. BARS
- 3. “Wages” as defined under The Payment of Wages Act, 1936
- 4. Dejobbing

Q1 (c) Answer the following in brief: (4)

- 1. Write the procedure for Registration of Trade Union, in reference to the Trade Unions Act, 1926
- 2. Compare and Contrast HR and IR.

Q2 (a) Explain the process of Selection with diagram and state with relevant examples importance to conduct pre-employment background investigations. (7)

Q2 (b) “Performance Appraisal should be multifaceted. Supervisors should evaluate their employees, and employees should be able to evaluate their supervisors and customers should evaluate them all” – Explain (7)

OR

Q2 (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? (7)

Q3 (a) Explain the objectives of Worker’s Participation in Management and discuss what are the different methods for WPM. (7)

Q3 (b) Describe the Job Description for Sales Agent in Insurance company. (7)

OR

Q3 (a) Explain the provision regarding to which employer must pay the minimum wage to his employees. What are the penalties of failure to pay the minimum wages? (7)

Q3 (b) A well-thought-out orientation program is especially important for employees (such as recent graduates) who have had little or no work experience. Explain why you agree or disagree with this statement. (7)

Q4 (a) Mention the organizational structure under International Labor Organization and describe the major activity of International Labor Organization. (7)

Q4 (b) You are the HR consultant to a small business with about 40 employees. At the present time the business offers 5 days of vacation, 5 paid holidays, and benefits such as insurance payments. Develop a list of other benefits you believe the firm should offer, along with your reasons for suggesting them. (7)

OR

Q4 (a) Define Factories Act, 1948. What are the various provisions related to health? (7)

Q4 (b) You have been appointed as the human resource manager of Renaissance Industries Ltd., Bangalore. It proposes to select management trainees for its different departments. What sources should it explore and how should the trainees be selected? (7)

Q5 (a) Study the given case and answer the questions given below: (14)

Kaveri Boilers Private Limited is a medium-sized company engaged in the production of industrial boilers for the past 40 years. It has 5,800 employees. It is basically a non-unionized company with traditional HR policies and practices. The performance management (PM) policy of this company primarily focused on rewarding efficiency and chastising incompetence. The company attached immense weight age to its annual performance evaluation practice and treated it as a major event in the organization. Even though the outcome of the performance evaluation process often formed the basis for compensation fixation, promotion, transfer, and disciplinary actions, many employees viewed it as a mere fault-finding exercise without any performance improvement initiative. The PM system of Kaveri worked as follows.

When an employee's performance declines beyond the permissible levels, a warning is issued to him and he is usually asked to explain the reason for the decline. In the absence of any convincing reply or significant improvement in his performance within a reasonable time-frame, the company resorts to lateral transfers and the poor performer is normally shifted out of his present department and moved to another. However, the same appraisal system is continued there too and the employee is monitored closely. If the employee still continues to fare poorly, his services are terminated after due notice. This practice goes with the over-all objective of the company's performance management system, which focuses on quality sustenance at all levels without

making any compromise even while preserving the morale of the performing employees by quickly recognizing their talents and rewarding them rightly.

Although the current performance management system has succeeded in maintaining the quantity and quality of the products at barely satisfactory levels, the response of the employees to this kind of evaluation has been far from encouraging. The employees have a grudge that the appraisal system has always been keeping them on tenterhooks. To make matters worse, the indifferent attitude and low morale of those employees who have been transferred as part of the penalty has made the situation uneasy and caused anxiety among other employees. The HR manager is a mystified man and has no clues as to why the current system has not been able to produce the desired results of optimum productivity and adequate patronage of employees. Now, the challenge before the HR manager and his team is to pin-point the real reason for the problems of the organization on the labour front and then decide whether to continue with the existing evaluation system after making necessary modifications or replace it with some other system that will be more acceptable to one and all.

Questions:

1. Can we blame the existing performance management system for all the problem of the company?
2. Are there any HR issues other than performance appraisal involved? If yes, what are they?
3. If you were to be the HR manager, what will you do to resolve the crisis?

OR

Q5 (b) Study the given case and answer the questions given below:

(14)

Adil Limited is a large chemical unit located in southern India. It has 18,500 employees, including the managerial cadre. It has a well-established organizational structure and an efficient HR department. The HR activities are managed by Mr Prakash Roy, the General Manager (HR). Adil Limited is a unionized company with two major unions, namely, VMS and RMU. It also has a new and budding union—ABS. Since this company is more than 60 years old, it has well-established HR policies and procedures for guiding its HR activities. The top management has made it a policy to decide the wage revisions for the employees only through collective bargaining. Thus, it conducts wage negotiations with the employees' unions at regular intervals of three years. So far, the management faced no major problems in the wage negotiations as the wage agreements were mostly reached on a give-and-take basis at the collective bargaining.

Since the new wage agreement is to be implemented after two months, the management issued notice to the two recognized unions, VMS and RMU, calling them in for wage discussions. As per

the convention of the company, the top management nominated a group of negotiators with Roy, as the chief negotiator. The trade unions were represented by two negotiators, one each from VMS and RMU, at the talk. As per the agenda, the management first made its observations about the performance, problems and prospects of the company and about the need for increased cooperation between the management and the employees. In return, the trade unions made their observations about the implementation of the previous agreements, the employee problems and the need for providing better amenities for the employees.

The management was stunned by the unreasonably high demands of the unions. It was shocked when the unions adopted a tough posture and made a virulent attack on the management and its policies. The negotiators offered reasonable wages hikes but the unions not only turned it down but also threatened the management with industrial actions like strikes. The management negotiators immediately contacted the top management to appraise them about the developments and get their guidance.

Once the wage negotiations resumed, the management offered substantially high wages but less than the demands of the unions. However, the unions refused to scale down their demands even a bit. The management counter-warned the unions of dire consequences if they resorted to strikes and other forms of agitation in the event of negotiations failing, and then adjourned the talks. The company now faced imminent failure in the wage negotiations, perhaps for the first time in several decades, and braced for the likely strike call of the unions. They also tried to understand the reason for the posture adopted by the unions.

Inquiries with the employees revealed the presence of inter-union rivalry among the unions. The new union has already made inroads into the membership base of the other two recognized unions and accused the older ones of being soft with the management. As a result, the other unions are now compelled to prove their credibility among the employees and chosen to adopt a tough posture both at the wage negotiations and outside. As expected, the unions issued a strike notice to the management while it was determined to break it. However, Mr Roy felt that the management must understand the tricky situation regarding the unions and should take this into account as well.

Questions:

1. According to you, what are the causes of the present imbroglio prevailing in Adil Limited?
 2. What should the management do now to prevent the strike and bring the unions back to the negotiation table?
 3. If you were to be the GM (HR), how would you deal with the new union ABS?
 4. State the long-term strategies to be adopted by the management of Adil Limited to prevent the recurrence of such a situation in the future.
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