

Seat No.: _____

Enrolment No. _____

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

Sample Paper

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.

Q1. Attempt the following:

(6 marks)

1. The HR department of Mitra Biotech Ltd., performs various activities like auditing training programs, analyzing labor turnover records and directing morale surveys. The activities that are being performed by the HR department of Mitra Biotech Ltd., fall under which of the following HRM functions?
 - (a) Directing
 - (b) Controlling
 - (c) Coordinating
 - (d) Organizing
 - (e) Planning.
2. Which of the following approaches to globalization is based on customization and assumes that markets and cultures are different in different countries and their varying needs have to be catered to?
 - (a) Ethnocentric Approach
 - (b) Polycentric Approach
 - (c) Geocentric Approach
 - (d) Human resource Approach
 - (e) Behaviorist Approach.
3. Which of the following is a compilation of the tasks, duties and responsibilities associated with each job in the organization?
 - (a) Job description
 - (b) Job specification
 - (c) Job analysis
 - (d) Job evaluation plan
 - (e) Job dimensions.
4. Which of the following is the amount of remuneration that is just sufficient to enable an average worker to fulfill all his obligations?

- (a) Bonus
- (b) Maximum wage
- (c) Dearness allowance
- (d) Minimum wage
- (e) Fair wage.

5. Which of the following is not a factor that can result in employee grievance?
- (a) Employee disappointment resulting from denial of a promotion or a transfer
 - (b) Job assignment that match employee aptitude or skills
 - (c) Denial of leave, overtime or other benefits
 - (d) Lack of adequate resources to achieve objectives of the job
 - (e) Unhealthy or harmful working conditions.
6. Which of the following forms of workers' participation in India usually deals with matters pertaining to operational, economic and financial, personnel, welfare and work environment areas?
- (a) Plant councils
 - (b) Shop councils
 - (c) Unit councils
 - (d) Joint councils
 - (e) Work committee.

Q1. (b) Explain the following terms:- (4 marks)

- 1. Ethnocentric culture
- 2. ESOP
- 3. Halo Effect
- 4. Retrenchment

Q1. (c) Define HRM and comment on the importance of HRM. (4 marks)

Q2. (a) Explain Job enrichment, Job enlargement and Dejobbing (7 marks)

Q2. (b) ABC Ltd's top management has observed that there has been wrong selection of candidates in the organization and the performance of the organization is suffering because of the same. You 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 (7 marks)

OR

Q2. (b) Explain the Performance Appraisal System. Either suggest the improvement to existing appraisal system in your organization or Design an appraisal system which would meet the objective of an organization, (You can choose any organization of your choice) . (7 marks)

Q3.(a) Explain the difference between recruitment and selection. Discuss the sources

- of recruitment (7 marks)
(b) Training and development has increased exponentially during the last few years.
Give your opinion on the same (7 marks)

OR

- Q3. (a) Explain the major activities of International Labour Organization (ILO) (7 marks)
(b) Does increment in salary justify the performance of an employee or incentives are equally important (7 marks)
- Q4. (a) What are the methods for settling Industrial Disputes (7 marks)
(b) The IR Manager at Asha 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. (7 marks)

OR

- Q4. (a) Explain the provisions under Factories Act, 1948 (7 marks)
(b) Eureka – 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 Eureka can use in designing the same (7 marks)

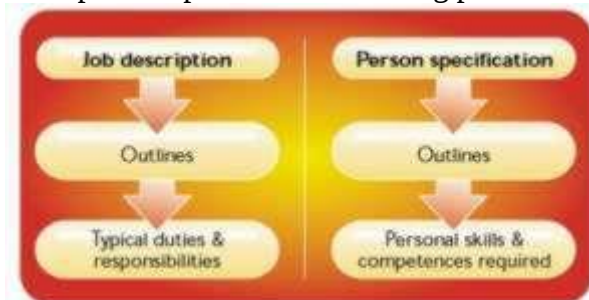
Q5. Case Study (14 marks)

Case Study

The importance of recruitment

For McDonald's, people are its most important asset. This is because customer satisfaction begins with the attitudes and abilities of employees and committed, effective workers are the best route to success. For these reasons, McDonald's strives to attract and hire the best, and to provide the best place to work. All businesses experience staff turnover for various reasons e.g. career change, leaving the area, returning to education, a new opportunity elsewhere. Recruiting and training staff is very expensive and businesses will look to keep staff turnover to a minimum. One way of doing this is to 'choose wisely, and treat well'.

McDonald's needs people who want to excel in delivering outstanding service. To ensure the company recruits the right people, it has identified essential skills and behaviours that applicants should be able to demonstrate. For each position there is a job description outlining typical duties and responsibilities and a person specification defining personal skills and competences.



Recruiting suitable applicants

Under McDonald's recruitment policy, each individual restaurant is responsible for filling hourly-paid positions. The Management Recruitment department in East Finchley co-ordinates the recruitment of managers.

For recruiting hourly-paid employees McDonald's use several avenues. Positions are generally advertised in the restaurant. The company's recruitment history shows this is the best method of hiring quality staff e.g. people living locally and/or friends of existing employees. McDonald's also uses local job centres, career fairs and other local facilities. It is vital to use effective hiring material with a clear message targeted at the right audience.



A recruitment exercise often generates more applications than there are positions available. The manager will select the applicants to be interviewed and will conduct the interviews.

Over 60% of restaurant crew are aged 20 or under and; for the majority of applicants, a job with McDonald's would be their first experience of employment. For many young people, McDonald's also offers a career opportunity. A well-run interview will identify an applicant's potential to be a successful McDonald's employee. To find people who will be committed to excel in delivering outstanding service, McDonald's scripts an interview guide that helps the company predict how an applicant's past behaviour is likely to influence future performance. It uses a fact-based decision-making process. The questions look for actual events or situations rather than allowing applicants to give a general or theoretical response. Interviewers look for Behavioural evidence in the applicant's life history that fits with the requirements of the job. The interviewer rates candidates on their responses and offers jobs to those who earn the highest ratings.

McDonald's future managers come from two main sources. More than half of all salaried management positions are taken up by hourly-paid employees who earn promotion. The remainder are predominately graduates.

Wherever possible, McDonald's directs applicants towards applying on line at www.mcdonalds.co.uk. People who cannot access the web can call the Recruitment Hotline, or pick up a pre-paid Business Reply Card from a McDonald's restaurant.

The selection process includes an initial online psychometric test. This test produces an initial score. The applicant then attends a first stage interview and is offered "On Job Experience" (OJE). This is a 2-day assessment in a restaurant. Successful completion at OJE will lead to a final interview, after which the manager decides whether or not to hire the applicant

Appointing the suitable applicant

After the final interview the manager will rate the applicant's responses. A successful applicant will have demonstrated skills and behaviours that have been identified as being key to the position. S/he will also have produced documents to show s/he is eligible to work in the UK in line with the Asylum and Immigration Act 1996.

The first stage is to notify all candidates as to whether or not their application has been successful pending satisfactory references. The company notifies all unsuccessful applicants in writing. McDonald's inducts all new employees into the business through a Welcome Meeting, which they must attend.

The Welcome Meeting gives an overview of the Company, including:

- job role
- food, hygiene and safety training
- policies and procedures
- administration
- benefits
- training and development.

New employees will also meet their trainer, and tour the restaurant.

The company operates a 3-week probationary period, after which employees are rated on their performance and are either retained or have their employment terminated.

Conclusion

McDonald's believes that the success of the restaurants and the company is achieved through the people it employs. The company aims to recruit the best people, to retain them by offering ongoing training relevant to their position and to promote them when they are ready. Its recruitment policies, procedures and practices reflect the company's determination to fulfill its aim.

1. Comment on the techniques of recruitment used by Mc Donald's. (7)
2. Suggest some innovative techniques of recruitment with reference to Indian Context (7)

OR

Case Study

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.

1. What suggestions do you have for the president on how to coach Jack and develop a personal improvement plan? (7)

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? (7)