

Seat No.: _____

Enrolment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 02– • EXAMINATION – SUMMER 2017

Subject Code: 2820004

Date: 02/06/2017

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. No.	Question Text and Option	6
Q.1 (a)	Job descriptions should be reviewed by	
	A. Supervisors B. Job Incumbents	
1.	C. Human Resource Department D. All of the above	
	A negative aspect of promotion from within is	
2.	A. Employee Turnover B. Career Prospects	
	C. Idea Stagnation D. Employee Dissatisfaction	
	Termination occurs because of	
3.	A. Business Fluctuations B. Discipline	
	C. Death D. Mergers & Acquisitions	
	Career Planning is the responsibility of	
4.	A. Government B. The Employer	
	C. The HR Department D. The Sponsor	
	Which of the following techniques is least susceptible to Personal Bias?	
5.	A. Forced Choice B. Critical Incidents	
	C. BARS D. Rating scales	
	Group Incentives would work best among	
6.	A. Accountants B. Lawyers	
	C. Car sales people D. Assembly line workers	
Q.1 (b)	1. Define HRM	04
	2. What do you mean by Orientation?	
	3. What do you mean by halo effect?	
	4. What is performance appraisal	
Q.1 (c)	1. What do you mean by lock out?	04
	2. What do you mean by Validity	
	3. What is the meaning of trade union?	
	What do you mean by compensation?	
Q.2 (a)	What is Job Analysis? Compare and contrast different methods of data collection technique for Job Analysis?	07
(b)	What are the different sources of Job candidate? Explain in brief the pros and cons of three sources of Job candidates for recruitment?	07
	OR	
(b)	How training is useful for HRM? Explain the five step Training and Development process in detail.	07

Q.3	(a)	Describe the objectives and main provisions under the Factories Act, 1948	07
	(b)	Enlist various appraisal tools, Compare the advantages and disadvantages of any three appraisal tools?	07
		OR	
Q.3	(a)	Compare and contrast the methods of job evaluation : Ranking ,Classification, Factor comparisons, and Point method	07
	(b)	What are the main causes of industrial disputes? Explain the procedure of settlement of disputes as per the Industrial Disputes Act	07
Q.4	(a)	Explain in detail the proficiency of HR manager.	07
	(b)	Describe the importance of compensation in Human Resource Management. What factors are considered in wage determination?	07
		OR	
Q.4	(a)	What is meant by Quality Circle? Compare it with quality of work life. Explain in brief the benefits of Quality Circles	07
	(b)	What is HR Score Card? Explain in brief the HR score card process.	07
Q.5		“ITS NOT EASY TO PUNISH TARDINESS”	14

On Jan 20, 1994 Babbir Singh was hired as a mechanic for a large national automobile service station (a listed company) in Mumbai. Babbir was to do routine preventive maintenance on the cars that are leased out to various local firms from time to time. When he first commenced his job he was scheduled to check on the time clock at 7 a.m. On July 25, 1995 Babbir's supervisor Rajinder called him to his office and said, "Babbir, I have notice during July that you have been late for work several times. Since you were confirmed in service about six months back, you have not been reporting for work in time. When can I do to help you get here on time?"

Babbir replied "It would be awfully nice if you permit me to come at 8 instead of 7 a.m. since. I have to travel more than 60 kms to report for work daily."

Rajinder then said "Babbir, I am highly pleased with your overall work performance, so it does not matter much, if your work day begin at 8 a.m."

During the month of Aug 1995, Babbir was late eight times. Another meeting took place between the two, similar to the one at the end of July. As a result of it, Babbir's starting time was changed to 9 a.m.

On Jan 10, 1996, Rajinder posted the following notice on the display board- "Any employee late for work more than thrice in any one particular month is subject to termination."

On Feb 20, 1996, Rajinder called Babbir into his cabin and gave him a letter that read- "During Feb, 1996, you have been late for work more than three times. If this behavior continues, you are subject to termination." Babbir signed the letter to acknowledge that he had received it.

In Apr 1996, Babbir was again late eight times offering various excuses as usual: In May and June months that followed, more or less, the same behavior continued. On Aug 10, 1996, Rajinder informed Babbir that he had been fired for his tardiness. He also mentioned that every word of law has been scrupulously observed before taking the harsh step. Babbir, then, recollected having signed some letter issued by Rajinder Previously.

On Aug 19, 1996, Babbir came in with his union representative and demanded that he got his job back. Babbir, this time raised his violent demand on the information that another woman, Radhika by name, working in the stores division, was late as many times as he was or more. Babbir further alleged that Rajinder was punching the time clock for this woman because Rajinder was having an 'affair' with her. The union representative meanwhile intervened and said, that nearly six people in the company had agreed to testify to this effect-under oath. The union representative then said "Rajender, rules are for everyone you can't let one person break a rule and penalize someone else for breaking the same rule. Moreover, in Babbir's

case you have not followed the rules mentioned in the Act. You have also not informed the union before firing Babbir. We will be fighting this issue on other grounds as well. Its better, you agree to take back Babbir!"

Questions:

1. What is your position with this regard to this case? Is everything in order? Who is at fault?
2. What would you do if you were to decide the case? Would you punish Babbir or let him go off the hook?

OR

(P.T.O.)

Mr. Ravi Kumar was born and brought up in a tier – II city in Tamil Nadu. He completed all his studies from there. At the age of 21, he secured a placement as Assistant Administrative Officer (AAO) in one of the leading general insurance companies of India. After selecting him through an Exhaustive hiring process, the company sent him to Faridabad in Haryana for two years training at different organizational positions. His performance in the training was commendable and was appreciated by the competent authorities in the company. Once the training was over the HR department graded the trainees on the basis of their overall performance during the training period and prepared a merit list accordingly. This list is normally used by the company to determine the posting for its trainees on an all India basis. Since the recruitment and training are done at all India levels, the AAO trainees must be prepared to be posted anywhere in the country.

After successfully completing his training, Mr. Ravi Kumar was posted to one of the divisional offices of this company located at a tier- III city of Orissa. The company, as per its rules, allowed a week's time for the newly posted officers to report for duty. Subsequently he reported at the designated officer after a week. However, he found to his dismay that the divisional manager had already left the office to accompany the regional manager, who was on an inspection visit to the different offices located in that region. To add to his woes, the other staff in the office were neither aware of his joining that day nor interested in knowing about it. So he had idle away his time all through the day till the divisional manager returned to the office. As soon as the divisional manager returned to the office in the evening, he immediately called Ravi Kumar to his cabin. He spoke nicely to Ravi Kumar and apologized for making him wait for long on the first day of his office. He completed all the formalities and asked Ravi to join the duty on the following day.

Ravi was assigned the claim department and provided with ten subordinates. As days passed, he slowly realized that his lack of familiarity with the regional language was hampering his work. He also found his style of functioning was grossly incompatible with the prevailing work culture. His subordinates were mostly nonchalant and rather slow in their responses to his orders and requests. The divisional manager could not do much in his case and simply maintained that all is well in his office. He also advised Ravi to change himself suitably. Ravi began to feel alienated as all his efforts to reach out to his subordinates failed. Even the day to day functioning became tough and miserable to him. Sadly, the rules of the company did not permit him to get an immediate transfer to some other place. Bereft, he resigned from a promising job at 23 and, in the process, the company lost an able officer with a remarkable performance record in the orientation and training programmes.

Questions:

1. **How do you assess the problems of Ravi Kumar? Do you agree with his decision?**
2. **What do you think about the efficacy of the HR policies of the company, especially the orientation, placement & Socialization policies?**
3. **How would you have handled the situation if you were in Ravi Kumar's position?**
