

Seat No.: _____

Enrollment No. _____

GUJARAT TECHNOLOGICAL UNIVERSITY

MBA – SEMESTER 2 • EXAMINATION – SUMMER 2019

Subject Code: 2820004

Date: 14/05/2019

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 Multiple Choice Questions

6

(a)

The actual achievements compared with the objectives of the job is

1. A. Job Performance B. Job Evaluation
C. Job Description D. None of the above

The following is (are) concerned with developing a pool of candidates in line with the human resources plan

2. A. Development B. Training
C. Recruitment D. All of the above

Majority of the disputes in industries is (are) related to the problem of

3. A. Wages B. Salaries
C. Benefits D. All of above

Performance development plan is set for the employee by his

4. A. Employer B. Department Head
C. Immediate Boss D. All of above

The following type of recruitment process is said to be a costly affair.

5. A. Internal Recruitment B. External Recruitment
C. Walk-in D. All of the above

The _____ program once installed must be continued on a permanent basis.

6. A. Job Evaluation B. Training and Development
C. Recruitment D. All of above

Q.1 (b) Explain Definition:

04

1. Flexible Benefits
2. Employee Stock Option Plans (ESOP)
3. Collective Bargaining
4. Industrial Disputes

Q.1 (c) Explain the importance of HR planning and Recruiting.

04

Q.2 (a) Mention tools for Employee Testing and Selection. Explain in brief any three.

07

(b) Mention different methods of Training and Developing employees. Explain in brief any three.

07

OR

- (b) Explain any three methods to appraise performance of your employees. 07
- Q.3** (a) Explain how to manage global human resources in the organization. 07
- (b) As HR manager, suggest best of the strategic pay plans for your organization. 07

OR

- Q.3** (a) Explain the relation between Performance management and Pay (Compensation) 07
- (b) Explain in brief Financial Benefits you will recommend in your organization to retain employees. 07
- Q.4** (a) Define Industrial Relation. Explain main aspect of Industrial Relation. 07
- (b) Explain Industrial Disputes and methods of settling Industrial Disputes. 07

OR

- Q.4** (a) Explain the importance of worker's participation in management. 07
- (b) Explain in brief Payment of Wage Legislation. 07
- Q.5** **Case Study** 14

Ten years ago, Albert opened his own retail store and sold unpainted furniture. His store was located in Lakeside, a small city in southern part of United States. Although his business was slow initially, it grew steadily.

Many more sales, stock and clerical personnel were hired. However, it soon became evident that Albert was not able to serve all customers potentially. Warehouse space was also badly needed.

Albert Furniture Store was situated in the central location and Mr Albert was hesitant about relocating. As an alternative to relocating, Albert opened a satellite store in an outlying district to attract new source of customers, as well as to provide better service to his current customers. Albert eventually expanded his business into several neighboring towns until he had a total of six stores. When Martin Furniture, a small manufacturing firm that supplied some of the furniture to Albers, became financially unstable, Albert was able to gain control of the manufacturing plant.

At the end of the last week, YOU were called into Albert's office and Mr Albert said, to you, "I have been pleased with your progress with us as a management trainee since you graduated six months ago" He explained that he felt that the company had gotten large enough to need a personnel manager. Previously, all managers handled most of the personnel activities, usually on a "casual" basis. Mr Albert told you that with the acquisition of the manufacturing firm, "its time to get our personnel activities organized, and you are the person to do it".

When asked why, he said, "I reviewed your personal file and noticed you had some courses in human resource management listed on your transcript" also you have good people skills. Faced with both the challenge and promotion, you accepted. Now you are trying to decide, "What am I to do as now I am the HR Manager?"

Questions:

1. On what activities would you suggest Albert to focus on? Why?
2. What would be your first action and why?

OR

Q.5

Case Study

14

Changes in many Industries are occurring in an effort to increase productivity. Re-designing jobs, integrating information technology, and increasing HR training efforts are all critical. One example illustrates what happens when jobs and work are changed.

R. R. Donnelley is a leading US commercial printing firm. One of its primary facilities is in Roanoke, Virginia, where 3.5 million books a month are produced with about 300 employees. To improve productivity and profitability, Donnelley focused on lowering costs, improving workplace safety, and reducing errors. Because making numerous changes was likely to increase employees' concerns, significant time and effort were spent communicating with employees about the need for the change, improvement in quality, and higher productivity. Training for all employees on quality and work-flow changes was conducted that focused on specialized methods such as six sigma and other process improvement means.

In addition, greater use of digital technology to receive and make printing film and plates, which changed numerous jobs at the plant and required employees to learn a number of new methods and technologies.

The pay-off of these changes is seen in a number of ways. The production time for printing four-color books has been cut by 50% or more. Productivity is up 20% in the past three years. In fact, the increase in productivity has been great enough that Donnelley did not have to set up an additional production line, saving millions of dollars.

For

Donnelley employees, their fears that the Roanoke plant might close were reduced. They have been trained in a new technology, have changed jobs, and work in a highly successful plant.

Questions:

1. Discuss why Donnelley had to coordinate HR activities with the changes in jobs and work.
2. Identify examples of how technology has changed jobs where you have worked and which activities were handled well and which poorly.
