

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA - SEMESTER-II EXAMINATION – WINTER 2020****Subject Code:4529204****Date:08/02/2021****Subject Name:Human Resource Management****Time:10:30 AM TO 12.30 PM****Total Marks: 47****Instructions:**

1. Attempt any **THREE** questions from Q1 to Q6.
2. Q7 is compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

- Q.1 (a)** Explain the terms: **06**
- a. Employee Engagement
  - b. Knowledge Management
  - c. HR Scorecard
- (b)** Explain the terms: **06**
- d. Industrial Relation
  - e. Vestibule Training
  - f. Poaching
  - g. ILO
- Q.2 (a)** H.R.M serves as one of core functions of organization. Illustrate with examples the functions of HRM and how it would be changed to SHRM in future taking into consideration the future challenges. **06**
- (b)** “Integration of HR Plan & Business Plan can give optimum results” – Justify with the concept of Strategic HRP. Discuss the strategies for managing employee shortage and surpluses. **06**
- Q.3 (a)** Define Job Evaluation with its advantages and limitations. Discuss competency based job evaluation method. **06**
- (b)** State the factors affecting performance of an employee. Explain MBO. **06**
- Q.4 (a)** Describe Collective Bargaining Process with a hypothetical example. **06**
- (b)** Define Social Security. Briefly discuss any two social security schemes in India. **06**
- Q.5 (a)** Employee Welfare is one of the areas which is overlooked by majority of the employers which can go a long way in building goodwill of the company. Justify the statement with respect to employee welfare provision as per the Factories Act 1948 and also reinforce non statutory welfare measures. **06**
- (b)** Write a short note on Managing workforce diversity. **06**
- Q.6 (a)** Marketing Manager of ABC Pharmaceutical company identifies the performance deficiency in his medical representatives. He came to know the reasons of deficiency are “lack of technical as well as communication skill.” Which training program will you suggest for the medical representatives? Why? Explain precisely. **06**
- (b)** Describe the importance of compensation in Human Resource Management. **06**
- What factors are considered in wage determination?

**Q.7**

**Case Study:**

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 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 programs.

- (a) How do you assess the problems of Ravi Kumar? Do you agree with his decision? **5.5**
- (b) What do you think about the efficacy of the HR policies of the company, especially the orientation, placement & Socialization policies? **5.5**

**OR**

- Q.7** (a) How would you have handled the situation if you were in Ravi Kumar's position? **5.5**
- (b) Effective management of cultural and workforce diversity is very important for success of any organization – justify in reference to above case. **5.5**

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