

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER – II - EXAMINATION – SUMMER 2022**

**Subject Code: 4529204****Date: 01/08/2022****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** Explain the terms: **14**
- a. Competency Mapping
  - b. Talent Management
  - c. Industrial Relation
  - d. Knowledge Management
  - e. Poaching
  - f. Employee Engagement
  - g. HR Scorecard
- Q.2** (a) What is job analysis? Discuss various methods for collecting Job Analysis data. Explain Pros and Cons of each method. **07**
- (b) 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. **07**
- OR**
- (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. **07**
- Q.3** (a) Discuss some major mistakes that take place during interview process. If you were there as an interviewer, how would you avoid them? **07**
- (b) Explain any three methods of performance appraisal with pros and cons. **07**
- OR**
- Q.3** (a) Describe Collective Bargaining Process with a hypothetical example. **07**
- (b) Define Social Security. Briefly discuss any two social security schemes in India. **07**
- Q.4** (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. **07**
- (b) Write a short note on Managing workforce diversity. **07**
- OR**
- Q.4** (a) Differentiate Recruitment and Selection. Discuss the role of Line manager and HR Manager in selection process. **07**
- (b) Describe the importance of compensation in Human Resource Management. What factors are considered in wage determination? **07**

**Q.5**

**Case Study:**

Future Tense is a medium sized electronic company located in a metropolis. It markets popular brands of home appliances like air conditioners, refrigerators, washing machines and microwave ovens and undertakes post sales maintenance. The policy of the company is to attend to the faults within 24 hours if the customer is within the city limits and within 36 hours if the customer is located outside the city limits. Obviously, the maintenance department is completely stretched and always works against stiff targets. Mr. Anil Kumar is working as one of the executives in the post-sale maintenance department. He has twelve mechanics in his team. It is his responsibility to depute mechanics to attend to the complaints of the customers after they report for duty in the morning.

The other day, Rahul, one of his most trusted and efficient employees, was assigned the duty to attend the complaint of one of the long-standing customers, Mr Suresh, whose air conditioner had developed a fault. At the end of the day, as part of his duty, Anil Kumar made a surprise visit to some of the select complainants, including Suresh, to know how satisfied they were with the performance of the mechanics. To his shock and surprise, he found that Rahul had not visited Suresh. When contacted on phone, Rahul informed Anil that the sudden illness and the subsequent hospitalization of his daughter was the reason for his inability to call on the customer. He also pleaded with Anil Kumar to help him out in this matter. However, the company has uncompromising rules that view dereliction of duty by employees for any reason as a major offence warranting immediate suspension.

Adhering to the rules, Anil Kumar reported the matter to the higher authorities, who promptly suspend Rahul pending a full-fledged enquiry. The news of Rahul's suspension created widespread resentment among other employees, who sympathized with Rahul. But Anil Kumar justified his action by saying that any compromise on that rule would have undermined not only the ability of his team to meet the stiff targets set by the company but also the rule itself. He also felt that this kind of behavior would set a bad precedent, eventually bringing disrepute to the company.

- (a) How do you view the whole incident that resulted in the suspension of Rahul? 07
- (b) What are the policy measures required for the company to deal with such situations in the future? 07

**OR**

- Q.5 (a) If you were Anil Kumar, how would you deal with Rahul's lapse? 07
- (b) Do you see any lacuna in the ethical component of the rule that imposes suspension for dereliction of duty, irrespective of the cause? 07

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