

**GUJARAT TECHNOLOGICAL UNIVERSITY****MBA SEMESTER-3- EXAMINATION – SUMMER 2020****Subject Code: 4539233****Date:10/11/2020****Subject Name: Human Resource Audit (HRA)****Time: 2.30 PM to 5.30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

<b>Q. No.</b>	<b>Explain following terms.</b>	<b>Marks</b>
<b>Q.1</b>	1. Competencies 2. Organizational Culture 3. Potential Appraisal 4. HRD Score Card 5. Organizational Capabilities 6. KRA 7. 360 degree feedback	<b>14</b>
<b>Q.2</b>	(a) Explain HRD Audit in brief. Which are the benefits of HRD audit? (b) What competencies or qualification does HRD Auditors should have to conduct HRD AUDIT?	<b>07</b> <b>07</b>
	<b>OR</b>	
	(b) Explain in detail the HRD Audit Goal.	<b>07</b>
<b>Q.3</b>	(a) Explain in brief the different methodology to conduct HRD audit. (b) Which are the points a good HRD audit report should have in it?	<b>07</b> <b>07</b>
	<b>OR</b>	
<b>Q.3</b>	(a) Why Interview with HRD chief will be held while conducting HRD audit? (b) Which are the issues in conducting HRD Audit? Explain in brief.	<b>07</b> <b>07</b>
<b>Q.4</b>	(a) Explain in brief the structure/outline of HRD Audit report. (b) Explain in brief the role played by CEOs or Top management in HRD Audit.	<b>07</b> <b>07</b>
	<b>OR</b>	
<b>Q.4</b>	(a) Which steps should be taken after HRD Audit Presentation? Explain in brief. (b) How will you orient new Hire for HR audit process?	<b>07</b> <b>07</b>

**Q.5**

**HRD Audit at ABC Company**

An ABC company having more than 700 employees with smaller HR Department having 20 employees in department have decided to conducted an audit of their HR function with the help of HRD Audit consultant to determine suitability to effectively compete in sales field.

The initial evaluation was done by consultant to detect gaps between existing and desired HR function and identified specific risks of:1. Non-compliance of SOP, 2. Excessive payroll costs and employee numbers, 3. Organizational structure ineffective for sales organization, and 4. Low levels of employee engagement and high employee turnover

The HR audit was conducted by Interviewing key decision makers (i.e. top level 6 managers, middle level 30 managers and lower level 50 executives) and 90 staff involved in the company .The audit determined an incomplete and outdated HR function for a sales organization in the industry to compete effectively. Findings and recommendations were presented to the executive team and approval was granted to design an appropriate HR structure. The action plan in the key areas was implemented and Positive Outcome was observed as a full compliance with SOP, Improved alignment of employee goal with sales goal, payroll savings of Rupees 78 crores with improved man power planning and record in the range. Employee engagement was optimized, resulting in a reduction of employee turnover of 29% over 12-month period. The expense occurs in HRD audit exercise including fees comes to 9.8 crores.

- (a) What is your opinion on the decision of involving external HRD auditors in for conducting audit in company? Justify it with valid reason. **07**
- (b) As an internal HRD audit coordinator, which questions you would like to be asked by external consultant while interviewing top management to collect necessary data for HRD Audit. **07**

**Q.5**

- (a) Prepare a list of questions to be asked during an interview to be done with line manager to collect necessary data for HRD Audit in the relevant subsystem. **07**
- (b) As a top decision maker of company; which would be set of competencies and Qualification criterion for selection of external consultant for HRD audit? **07**

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