

**GUJARAT TECHNOLOGICAL UNIVERSITY**  
**MBA – SEMESTER -III– EXAMINATION – WINTER 2021**

Subject Code: 4539233

Date: 25-02-2022

Subject Name: Human Resource Audit

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.<br>No. | Question Text and Description  | Marks |
|-----------|--|-------|
| Q.1       | Define the following terms:<br>(a) Human Resource Audit<br>(b) Competency mapping<br>(c) OCTAPACE<br>(d) Human Resource accounting<br>(e) HR scorecard<br>(f) Learning Organization<br>(g) Goal Efficacy   | 14    |
| Q.2       | (a) Define Human Resource Audit. Briefly explain different approaches to Human Resource audit.   | 07    |
|           | (b) Discuss in detail different components of Human Resource Audit.  | 07    |
|           | <b>OR</b>  |       |
|           | (b) 'Planning of HR requirement and effectiveness of forecasting and scheduling can be ascertained through HR audit'. Comment the statement with reference to strategic alignment of systems and HRD Audit | 07    |
| Q.3       | (a) Elaborate each steps in the HRD Audit Process. Also mention the critical success factors for each step in the process.   | 07    |
|           | (b) Define HR Audit team. Discuss in detail the crucial role played by HRD auditor in audit team.  | 07    |
|           | <b>OR</b>  |       |
| Q.3       | (a) Enlist and explain all the important issues and challenges arises in HRD Audit.  | 07    |
|           | (b) Define HRD culture. Also explain in detail about auditing HRD culture and values in the organization.  | 07    |
| Q.4       | (a) How to prepare an HR Audit report. Explain the essentials required while preparing HR audit report for the successful business improvement.  | 07    |
|           | (b) Discuss the limitations of HR audit process. Elaborate the measures organization need to take for making HRD Audit successful.   | 07    |
|           | <b>OR</b>  |       |
| Q.4       | (a) Define Human Resource Valuation. Discuss in detail different methods of Human resource valuation.  | 07    |
|           | (b) How compensation audit can be conducted? Also discuss different  | 07    |

workforce issues associated with compensation audit in the organization.

**Q.5**

**CASE STUDY:**

Product and distribution company built up over 8 years to a turnover of over £12m and an over 55 UK employees. Its products sell in both the UK and on other countries in Europe, South America, and Asia. The HRM Audit Framework carried through the sequence of HRM Audit Framework stages and identified that the HRM infrastructure need to be replenished with new or revised schemes and procedures (Design Stage Outcome 'A' – unsupported organization focus). The member of the board of directors responsible for workforce management was better placed to manage the employment relationships with less demand on time and also produced guidelines for the planning and consultation with staff on changes. The latter point was very important as the company was continuing to advance incremental innovations related to the main thrust of its product penetration and to improve efficiency at all stages of the production, sales, and distribution processes. The analysis identified that the HRM capability required to be reinforced with enhance organizational focus with improved alignment and support for the aims of the business. Appropriate options were identified so as to ensure high priority to achieve the required HRM capability which was implemented by a systematic plan. The plan was formulated with objectives for the selected solutions based upon the 'TORCH' method of setting effective objectives.

- (a) Why the company decided to carry the HRM audit framework? **07**
- (b) Discuss the role played by member of the board of directors in carrying out the HR audit. **07**

**OR**

- Q.5** (a) How was the company focusing and planning to improve the efficiency at the organization? **07**
- (b) What final analysis was done through HRM audit framework at this product and distribution company? **07**

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