

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER –III-EXAMINATION – SUMMER-2022

Subject Code: 4539233**Date: 18-07-2022****Subject Name: Human Resource Audit****Time: 02:30 PM TO 05:30 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** Give definition of following terms: **14**
1. HRD
 2. Human Resource Accounting
 3. 360 degree feedback
 4. Audit Team
 5. HRD Score Card
 6. Competencies
 7. Strategies Alignment
- Q.2** (a) Elaborate the components of HRA. Why it's necessary for the business? **07**
- (b) "Good HR Practices can make a difference" are you agreed with this statement? **07**
- Explain in detail.
- OR**
- (b) "Prevention is always better than cure" how can you relate this statement with challenges in HR Audit. **07**
- Q.3** (a) Explain human resource audit process and its functions in detail. **07**
- (b) Explain various methods of Human Resource Audit in details. **07**
- OR**
- Q.3** (a) Write a short note on following terms related to workforce issues: **07**
- a. Performance Management
 - b. Compensation System
- (b) Elaborate the preparation of HR Audit report and its design in brief. **07**
- Q.4** (a) According to you, Is HR Audit plays role in hiring and training process? If yes **07**
- than explain in detail.
- (b) HR Audit is necessary for Legal Compliance and safe business practices. **07**
- Explain this statement in your words.

OR

- Q.4 (a) Prepare HR Audit questionnaire as per the recent advancement in HRA. With special focus to Manufacturing industry 07
- (b) Write a short note on: "Issues in human capital management and reporting". 07

Q.5 The organization that partnered with Saigun in the case study is one of the largest retail store chains in the world. They have around 100 retail stores in India in different locations and were looking to expand further to more than 200 stores. The client had a centralized Human Resource Department located in its head office. However, although HR processes were managed centrally, many HR tasks, policies and procedures were controlled by retail store managers or regional offices. The client used excel sheets to exchange and compile reports from various regional offices and store. This was performed by a team of HR executives in the main head office.

Challenges Faced by the Retail Industry:

The senior HR Manager at the client side revealed that there were many administrative and HR issues with the retail store sites. Due to high focus on sales, the Retail Store Managers has no time to focus on issues like attendance, discipline and critical HR practices. The problem areas that were identified during the discussions were:

Challenge 1. Irregularities in the attendance data of the staff at retail stores and other regional offices. Sometimes many of the staff did not sign the attendance register or signed intermittently. During HR audits it was found that some staff signed the attendance register only at the end of the day. Further, sometimes staff signed the register and then left their post.

Challenge 2. There was no mechanism to track the leave data of employees. Employees did not know their exact leave data. At the end of the year it was revealed that some employees have taken excess leave while some employees worked incessantly, creating frustration among staff.

Challenge 3. Salary discrepancies: HR and attendance data was used to generate data for payroll. As there were many discrepancies in HR data, these also found their way into payroll data. This created several salary discrepancies and caused numerous issues among the employees, thus lowering employee satisfaction rate and affecting the employee morale.

Challenge 4. Training and communication issues: As the company was growing at a fast pace, training employees on various HR procedures and policies was

becoming increasingly difficult. Thus employees took decisions based on their previous experience or personal insights and created unnecessary hassles that required HR intervention.

- (a) What are the problems in the above case 07
- (b) Give solutions to all the existing problem 07

OR

- Q.5**
- (a) Why effective HRM audit framework is required in this case? Justify your answer 07
 - (b) Which HR Audit approach would you use if you were the Head of Human Resources? 07

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