

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA – SEMESTER 3 – EXAMINATION – WINTER 2022

Subject Code: 4539233**Date: 01/02/2023****Subject Name: Human Resource Audit****Time: 10:30 AM to 1:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

Q.No.	Question Text and Description	Marks
Q.1	(a) Human Resource Audit (b) HR scorecard (c) HRD (d) Human resource accounting (e) MBO (f) Comparative approach of HR Audit (g) Human capital	14
Q.2	(a) How can conducting HR audit be beneficial for the company and for the HR department? (b) If you are an HR manager in an organization that started just 3 years back. Currently there are 70 employees in the company. HR department has 2 more people besides you. Company wants to conduct HR audit for the first time. Suggest to your CEO, who should conduct audit. Explain the pros and cons of having internal or external auditors on the team.	07 07
OR		
	(b) You are the HR manager of the company. You have been assigned a task of forming a team for conducting HR audit in your organization. What skills will you look for forming the team?	07
Q.3	(a) What are the different approaches of conducting HR audit? (b) You are conducting HR audit in an organization. What probable difficulties you may face and how can you overcome them?	07 07
OR		
Q.3	(a) What steps are involved in conducting HR audit? (b) Your organization wants to conduct HR audit for the function of talent acquisition. Prepare the checklist for them. Also mention how you will collect data for the same.	07 07
Q.4	(a) What are the methods of conducting HR audit? (b) Make a questionnaire for conducting HR audit for personnel planning function also explain how this audit will help the organization in future.	07 07
OR		
Q.4	(a) What is the format of HR report? What criteria should be kept in mind for preparing report?	07

- (b) How is the role of HR changing? How can HR audit benefit business and HR in the changing scenario? 07

Q.5

CASE STUDY:

Guardian Angels Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centres and over 250 employees spread across south and central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers, supervised by senior HR & Operations managers from the HQ at Bengaluru. The 15 member strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers are evaluated & rated and the manager with top rating is given incentives or other perks for a period of 6 months, after which the ratings are reevaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far, with managers having a healthy competition to secure the incentives.

Devyani & Kishore are part of the core management team. Devyani has been the part of company for 2 years and has been having an impeccable record since beginning of the year, with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the performance appraisal ratings, which she lost by meagre margins in previous year. Kishore on the other hand, is a newly recruited, 'not-so-perfect' employee, with multiple late entries, some flaws in handling routine affairs. His position in the performance ratings has been behind that of Devyani. However, Kishore handled some crisis situations (where there was unexpected happening such as accidents & other emergencies) meticulously and has saved the company from almost sure negative fates. This improved his ratings manifold.

When the performance appraisal ratings were announced, Kishore bagged the top position and got incentives & perks for the next 6 months. This did not go well with Devyani. "I was here everyday without fail and has given so much for the company. Yet they think some lazy fellow deserves better than me. May be its because I am a woman! I cannot continue here anymore, I am leaving!" Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

- (a) Identify the problem in the case and how can conducting HR audit help? 07
(b) Prepare a checklist for conducting HR audit for the above case? What type of data you will collect and How will you collect data for the same? 07

OR

- Q.5 (a) This company has never conducted HR audit? Do you think if HR audit was conducted before, this problem could have been avoided? How? 07
(b) Prepare a list of questions to be asked to core management team and senior HR and operation managers. 07
