

GUJARAT TECHNOLOGICAL UNIVERSITY**MBA(PART-TIME)- SEMESTER– II EXAMINATION – WINTER 2019****Subject Code: 4529904****Date: 1-01-2020****Subject Name: Human Resource Management****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.

- Q.1** Define the following terms: **14**
- (a) Job Rotation
 - (b) Job enlargement
 - (c) Performance Appraisal
 - (d) Job evaluation
 - (e) Trade union
 - (f) Compensation and benefits
 - (g) Collective bargaining
- Q.2** (a) Explain any three On-the-Job and off-the-Job training methods. **07**
- (b) What is the purpose of Performance Appraisal? Explain how you would use the alternation ranking method, the paired comparison method, and the forced distribution method. **07**
- OR**
- (b) Clarify the concept of Human Resource Planning. Explain the process of HRP in detail. **07**
- Q.3** (a) What is trade union and what are its objectives? Write a descriptive note on major provisions of Trade Union Act, 1926. **07**
- (b) Discuss Safety provision as contained in Factories Act, 1948. **07**
- OR**
- Q.3** (a) It has been observed by the Top Management that there has been wrong selection of candidates in the organization and the performance of the organization is suffering because of the same. You are being hired as a HR consultant, kindly guide the organization on different type of selection tests for middle level employees to select a right person for the right job. **07**
- (b) Techme – An IT company, a new player in the IT industry is planning to design its pay system. Comment on various financial and non-financial elements that Techme can use in designing the same **07**

Q.4 Sundar Steel Limited was a medium-sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives.

Under the General Manager (Production), there were operation, maintenance, and services groups, each headed by a chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 executives, and 50 supervisors.

Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker sitting idle. He pulled him up for this. The worker retaliated by abusing him with filthy words. With a grim face and utter frustration, Chatterjee reported the matter to Mukherjee. The worker who insulted Chatterjee was a "notorious character", and no supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker.

Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others. But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties. Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case.

The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would affect adversely the morale of all sincere and efficient supervisors. But Chatterjee was demoted.

Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee's resignation letter before Shukla, he expressed deep concern at this development.

Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, "I think the incident should help us to appreciate the essential qualification required for a successful supervisor. An honest and hardworking man need not necessarily prove to be an effective supervisor. Something more is required for this as he has to get things done rather than do himself."

Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work. Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided."

Shukla said, "I am really sorry to lose Chatterjee. He was very honest and pain-staking in his work. But I do not know how I could have helped him. I wonder how he always managed to get into trouble with workers. We know they are illiterates and some of them are tough. But a supervisor must have the ability and presence of mind to deal with such men. I have numerous supervisors, but I never had to teach anybody how to supervise his men."

(a) Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organisation, critically evaluate? **07**

(b) What would you have done, if you were in place of Shukla? **07**

OR

Q.4 (a) Mukherjee is pointing towards "guidance" Is he indicating' towards enhancing competencies of the employees to perform their job more effectively. Do you agree? **07**

- (b) Do you agree with what Chief of Personnel has said? What is he pointing towards saying that something more is required to be an effective supervisor, explain? 07

Q.5 *The Hotel Paris's Competitive strategy is "To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests and thus boost revenues and profitability." HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy, by eliciting the required employee behaviours and competencies.*

As a long-time HR professional, Lisa Cruz was well aware of the importance of effective employee recruitment. If the Hotel Paris didn't get enough applicants, it could not be selective about who to hire. And, if it could not be selective about who to hire, it wasn't likely that the hotel would enjoy the customer-oriented employee behaviours that the company's strategy relied on. She was therefore disappointed to discover that the Hotel Paris was paying virtually no attention to the job of recruiting prospective employees. Individual hotel managers slapped together help wanted ads when they had positions to fill, and no one in the chain had any measurable idea of how many recruits these ads were producing or which recruitment approaches worked the best (or worked at all). Lisa knew that it was time to step back and get control of the Hotel Paris's recruitment function.

As they reviewed the details of the Hotel Paris's current recruitment practices, Lisa Cruz and the firm's CFO became increasingly concerned. What they found, basically, was that the recruitment function was totally unmanaged. The previous HR director had simply allowed the responsibility for recruiting to remain with each separate hotel, and the hotel managers, not being human professionals, usually took the path of least resistance when a job became available, such as by placing help wanted ads in their local papers. There was no sense of direction from the Hotel Paris's headquarters regarding what sorts of applicants the company preferred, what media and alternative sources of recruits its managers should use, no online recruiting, and no measurement at all of recruitment process effectiveness. The company ignored recruitment-source metrics that other firms used effectively, such as number of qualified applicants per position, percentage of jobs filled from within, the offer-to-acceptance ratio, acceptance by recruiting source, turnover by recruiting source, and selection test results by recruiting source.

It was safe to say that achieving the Hotel Paris's strategic aims depended on the quality of the people that it attracted to and then selected for employment at the firm. "What we want are employees who will put our guests first, who will use initiative to see that our guests are satisfied, and who will work tirelessly to provide our guests with services that exceed their expectations." said the CFO. Lisa and the CFO both knew this process had to start with better recruiting. The CFO gave her the green light to design a new recruitment process

- (a) Given the hotel's stated employee preferences, what recruiting sources would you suggest they use, and why? (7)
- (b) What would a Hotel Paris help wanted ad look like? (7)

OR

- (a) How would you suggest they measure the effectiveness of their recruiting efforts? (7)
- (b) What all tests should be covered in the selection process? (7)
