

Seat No.: \_\_\_\_\_

Enrolment No. \_\_\_\_\_

## GUJARAT TECHNOLOGICAL UNIVERSITY

MBA(PT) - SEMESTER-II EXAMINATION – WINTER 2020

**Subject Code:4529904**

**Date:08/02/2021**

**Subject Name:Human Resource Management**

**Time:10:30 AM TO 12.30 PM**

**Total Marks: 47**

**Instructions:**

1. Attempt any two questions from Q1 to Q4.
2. Q5 & Q6 are compulsory.
3. Make suitable assumptions wherever necessary.
4. Figures to the right indicate full marks.

Q.1 a. Define following	06
a. HRP	
b. HRIS	
c. MBO	
b. Define following	06
a. IR	
b. ILO	
c. 360 Degree Feedback	
Q.2 (a) Explain Process and Methods of Training	06
(b) Discuss Role and qualities of HR executives	06
Q.3 (a) Explain Objectives of Employee Welfare	06
(b) What is Performance Appraisal?	06
Q.4 (a) How we can Integrate HR plan & Business Plan?	06
(b) Discuss Features, Process and Methods of Job Analysis	06

**Q.5 Case**

Zolon A. H. Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most favored companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps: such as- Screening of application forms, preliminary interview, and final selection.

Screening of Applications Forms:

In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

Preliminary interview:

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection:

Final selection process is quite elaborate. This stage consists of two aspects-groups discussion and final interview. Group discussion is conducted in two stages. In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topic is finalized, the members of the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division, and a senior manager of other division. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually. After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among them and then arrive at a consensus.

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| (a) What type of selection should be adopted by the company?       | 5.5 |
| (b) What is considered in time of screening the application forms? | 5.5 |
| OR   |     |
| (a) What is the basic objective of the preliminary interview?      | 5.5 |
| (b) What should be the size of groups for final selection?         | 5.5 |

Q.6 Case

Himanshu Investments Limited is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered

are responsibility, initiative, and interest in work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

Questions:

- (a) How far do you agree with the management that performance appraisal should be discontinued? 06
- (b) If you were the HR manager, how would you tackle the situation? 06

OR

- (a) What modifications would you suggest in the performance appraisal system of the company? 06
- (b) Explain Future of the company 06