

INDIAN MARITIME UNIVERSITY
(A Central University, Government of India)

December 2016 End Semester Examinations

First Semester – Master of Business Administration
International Transportation and Logistics Management /
Port and Shipping Management (2015 batch onwards)

Human Resource Management (PG21T2105/ PG22T2105)

Date : 23.12.2016

Time: 3 Hrs

Maximum Marks: 60

Pass Marks : 30

SECTION-A

(12x 1= 12 Marks)

(Answer All Questions)

Choose the correct answer:

1. The whole process of conducting a 360 – Degree feedback process in any Organisation could last about _____.
 - a. 1.5 to 3 months
 - b. 3 to 6 months
 - c. 6 to 9 months
 - d. 9 to 12 months

2. In a re-engineering programme, when a process changes so does the _____ of the concerned employee.
 - a. Designation
 - b. Job profile
 - c. Qualification
 - d. Job experience

3. Union Leaders at different levels & at federations are elected on _____.
 - a. Democratic principle
 - b. Political considerations
 - c. Employer's recommendation
 - d. Seniority basis.

4. _____ can be defined as a written record of the duties, responsibilities and conditions of job.
 - a. Job description
 - b. Job specification
 - c. Job profile
 - d. None of the above

5. During the lay off period, the employer has to pay _____ of the basic wages.
- One fourth
 - Half
 - Three fourth
 - One third
6. _____ involves a one to one discussion between the participant and administrator.
- Counselling
 - Training
 - Motivation
 - All of the above
7. An Employee Terminated due to Dishonesty, Alcoholism or inefficiency is called _____
- Discharge
 - Lay off
 - Suspension
 - Dismissal
8. Standard Performance – Actual Performance – Training & Development _____
- Objective
 - Drawback
 - Motive
 - Need
9. Inability of the HR to think strategically becomes a barrier for _____
- SHRM
 - HRP
 - HCA
 - HRD
10. Which of the following is not a method of on the job training?
- JIT
 - Job Rotation
 - Simulations
 - Mentoring

11. Quantitative measure of employee's turnover and hours of training per employee is called
- human resource metrics
 - evidence based management
 - high performance work system
 - Human Resource Audit
12. When employee's high expectations confront reality of boring job, it is called
- Promotions
 - Transfers
 - Reality shock
 - Formal training

SECTION-B

(5x 4= 20 Marks)

(Answer ANY FIVE Questions not exceeding 200 words each. All Questions carry equal marks)

- Discuss the nature of Human Resource Management.
- Distinguish job enlargement from job enrichment.
- Find out the difference between training and development.
- List the Factors affecting HRP.
- State the techniques adopted for on the job development
- Discuss the provisions relating to prevention and prohibition of Sexual harassment in the work place.
- Discuss the advantage of a Multi cultural Work force.

SECTION - C

(4 x 7 = 28 Marks)

(Question No.20 is compulsory. Answer any THREE from the remaining questions. Each Analysis/ Answer should not exceed 500 words)

20. Case Analysis:

Rajan Electrical is a family owned company of approximately 250 employees. Mr.Ramesh Khaitan recently took over as president of the company. A short time after joining the company, he, began to following a discussion with the HR Director that the pay of the salaried employees was very much a matter of individual bargaining. Factory workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried pay roll showed that there were 75 employees

ranging in pay from that of the president to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front time factory supervisors and one was the HR Director. The other fourteen were non-management.

This examination also showed that the HR Director was under paid and that the five female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female supervisors. When questioned, the HR Director said that she thought that the female supervisors were paid at a lower rate mainly because they were women and because they supervised less skilled employees than did the male supervisors. However, Mr. Khaitan was not convinced that this was true. He decided to hire a compensation consultant to help him. Together they decided that all 75 salaried jobs should be in the same job evaluation cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR Director were correct and usable in the study, the job evaluation also showed that the HR Director and the five female supervisors were being underpaid in comparison with the male employees.

Mr. Khaitan was no sure, what to do. If he gave these four female employees an immediate salary increase which may large enough to bring them upto where they should be, he was afraid the male supervisors could be upset and the female supervisors might comprehend the situation and demand arrears of pay. The HR Director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Khaitan believed that he had three choices relative to the female supervisors:

- i) To gradually increase their salaries
- ii) To increase their salaries immediately
- iii) To do nothing.

Questions:

- a. What would you do if you were Mr. Khaitan?
- b. How do you think the company got into a situation like this in the first place?

21. What is the need for training employees at work?
22. What are steps employed in selecting a right man for the right job in an organization?
23. Describe the Objectives of HRM with suitable examples.
24. Explain various Methods of Performance Appraisal.
25. Discuss the challenges and the recent trends in HRM.
