

INDIAN MARITIME UNIVERSITY
(A Central University, Govt. of India)

End Semester Examinations - December 2018

SEMESTER-I

M.B.A (Port and Shipping Management) /
(International Transportation and Logistics Management)
Human Resource Management - PG22T2105/PG21T2105

Date : 31.12.2018

Maximum Marks: 60

Time: 3 Hours

Pass Marks : 30

PART- A

(Answer all the Questions)

12 x 1=12

1. (a) Which of the following focuses on assisting top management in top level big picture issues such as developing and explaining the personnel aspects of the company's long-term strategic plan?
 - A. The corporate HR group
 - B. The transactional HR group
 - C. The embedded HR unit
 - D. The centers of expertise

1. (b) Which of the following is closely associated with strategic human resource management?
 - A. Efficient utilization of human resources
 - B. Attracting the best human resources
 - C. Providing the best possible training
 - D. All of the above

1. (c) Moving employees from one job to another in a predetermined way is called _____.
 - A. Job Enrichment
 - B. Job rotation
 - C. Job Reengineering
 - D. Job Mapping

1. (d) Which of the following is the most serious problem that might arise due to excessive reliance on internal recruitment?
 - A. Reduced job performance
 - B. High labour turnover
 - C. Internal resistance
 - D. Lack of Motivation

1. (e) Providing equal pay for jobs of equal nature based on job evaluation ensures _____ in compensation administration.
 - A. External equity
 - B. Internal equity
 - C. Neutrality
 - D. None of the above

1. (f) Which of the following is not an objective of wage incentive programmes?
 - A. Developing ownership interest
 - B. Improving employee retention
 - C. Facilitating the separation of employees
 - D. Reducing labour cost

2. (a) Identify the test that acts as an instrument to discover the inherent ability of a candidate.
 - A. Aptitude test
 - B. Attitude test
 - C. Proficiency test
 - D. Psychological test

2. (b) The Maternity Benefit Act was introduced in the year _____.
 - A. 1948
 - B. 1976
 - C. 1923
 - D. 1961

2. (c) What should be the minimum number (of persons) required to register a trade union?
 - A. Six
 - B. Seven
 - C. Eight
 - D. Nine

2. (d) Which of the following acts has a direct relevance for grievance handling practices?
 - A. The Industrial Employment (Standing Order) Act, 1946
 - B. The Industrial Disputes Act, 1947
 - C. The Factories Act, 1948
 - D. All of the above

2. (e) Which of the following is true about cross-cultural communication?
- A. Cross-cultural communication should be avoided as it reduces the productivity of a workplace
 - B. Effective cross-cultural communication minimizes problems stemming from misinterpretations
 - C. Being able to communicate cross-culturally requires that you favor certain cultures over others
 - D. Cross-cultural communication should be avoided as it reduces group cohesiveness.
- 2.(f) Which of the following is NOT a technique to use when developing a multicultural team?
- A. Teach those from foreign cultures about team protocol
 - B. Build relationships that are mutually rewarding
 - C. Supervisors should draw the discipline line
 - D. Promote free and open communication

PART – B (200 Words)

(Answer any Five out of Seven)

5 x 4 = 20

3. Write a short note on personnel aspects of a manager's job.
4. Briefly explain the objectives of HRM.
5. Describe the concept of job analysis? And explain the process of job analysis.
6. Define Human resource planning and objectives of Human resource planning.
7. What is 360⁰ appraisal? List out its advantages and disadvantages.
8. What do you mean by collective bargaining? Explain the objectives of collective bargaining.
9. Define culture and explain the impact of cultural diversity in international business.

PART - C

(Question No.10 is compulsory and Any three questions to be answered from the remaining Questions)

4 x 7 = 28

10. Case study

BACKFIRED SURMISE

Naik, AGM Materials, is Fuming and Fretting. He Bumped Into Kamath, GM Materials, threw the resignation letter on his table, Shouted and walked out of the room swiftly. Naik has reason for his sudden outburst. He has been driven to the wall. Perhaps, details of the story will tell the reason for Naik's bile and why he put in his papers, barely four months after he took up his Present assignment. The year was 1995 when Naik quit the Prestigious SAIL plant at Visakhapatnam. As manager materials, Naik enjoyed powers – he could even place an order for materials worth Rs. 25 lakh. He needed nobody's prior approval.

Naik joined a pulp-making plant located at Harihar in Karnataka, as AGM Materials. The plant is a part of the multi-product and multiplant-conglomerate owned by a Prestigious business house in India. Obviously, perks, designation and reputation of the conglomerate lured Naik away from the public sector steel monolith. When he joined the eucalyptus pulp making company, little did Naik realise that he needed prior approval to place an order for materials worth Rs. 12 lakhs. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the mega steel maker. He placed the order; materials arrived, were received, accepted and used up the plant.

Trouble started when the bill for Rs. 12 lakhs came from the vendor. The accounts department withheld payment for the reason that the bill was not endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Naik before placing the order. Naik felt fumigated and

cheated. A brief encounter with Kamath only aggravated the problem. Naik was curtly told that he should have known company rules before venturing. Naik decided to Quit.

QUESTIONS:

(i) Explain what difference does an orientation programme can bring in the situation?

(ii) If you were Naik what would have you done?

11. Define HRM and Trace out the evolution of HRM.
12. Explain in detail various methods of training and development.
13. What do you mean by performance appraisal and explain the need and importance of performance appraisal.
14. Discuss the importance of industrial relations and explain the causes of poor industrial relations.
15. Describe in detail the Geert Hofstede cultural dimensions.
