

INDIAN MARITIME UNIVERSITY
(A Central University, Government of India)
END SEMESTER EXAMINATIONS- JUNE 2019
SEMESTER-I
M.B.A(International Transportation and Logistics Management)
Human Resource Management
(PG22T2105)

Date:21-06-2019
Time:3Hrs

Max Marks: 60
Pass Marks: 30

PART – A
(Answer all the Questions)

12 x 1 = 12

1. Which of the following aptly describes the role of line managers and staff advisors, namely HR professionals?
 - a. Staff advisors focus more on developing HR programmes while line managers are more involved in the implementation of those programmes
 - b. Line managers are concerned more about developing HR programmes whereas staff advisors are more involved in implementing such programmes
 - c. Staff advisors are solely responsible for developing, implementing and evaluating the HR programmes while line managers are not all involved in any matters concerning HR
 - d. Line managers alone are responsible for developing, implementing and evaluating the HR programmes while staff advisors are not all involved in any matters concerning HR

2. Treating employees as precious human resources is the basis of the _____ approach.
 - a. Hard HRM
 - b. Medium HRM
 - c. Soft HRM
 - d. None of the above

3. Which of the following is not usually the objective of a code of ethics?
 - a. to create an ethical workplace
 - b. to evaluate the ethical components of the proposed actions of the employees
 - c. to improve the public image of the company
 - d. to enhance the profits of the business continuously

4. Moving employees from one job to another in a predetermined way is called _____
- Job Reengineering
 - Job Rotation
 - job mapping
 - job enrichment
5. The forecasting based on the subjective views of the managers on the HR requirements of an organization is known as _____
- Normal group technique
 - Delphi technique
 - Managerial Judgment
 - Work study technique
6. The initial training effort to inform the new managers about the company, the job, and the work group is known as _____
- Action learning
 - Behaviour modeling
 - Executive coaches
 - Executive orientation
7. _____ ensure that the employees get an income which is sufficient for meeting their present and future necessities and contingencies.
- Real wages
 - Living wages
 - Minimum wages
 - Fair wages
8. The systematic and deliberate advancement made by an individual in his career in the entire work life is known as _____
- career path
 - career goals
 - career guidance
 - career anchoring
9. Which of the following dispute settlers cannot make a binding decision?
- Arbitrator
 - Adjudicator
 - Conciliator
 - Industrial tribunal member
10. Identify the major actor of industrial relations from the following.
- Employers
 - Unions

- c. Government
- d. All of the above

11. Which of the following factors is not related directly to the success of expatriate assignments?
- a. the nature of products produced by the company
 - b. the personality of expatriate employees
 - c. the intentions of expatriate employees
 - d. the incapability of the spouse to adjust to the new situation
12. Which of the following concepts is NOT one of Hofstede's dimensions of culture?
- a. Individualism Vs Collectivism
 - b. Internal Vs External direction
 - c. Power distance Index
 - d. Uncertainty avoidance

PART – B

(Answer any five out of seven)

5 x 4 = 20

13. Write a short note on HR responsibilities of Line managers.
14. Briefly explain the new approaches to organize HR.
15. What are the steps involved in the basic Training process of an organisation?
16. Explain in brief the process of Talent management.
17. Discuss various types of tests which can be conducted while selecting an employee into the organisation.
18. Elaborate the international staffing policies followed by MNCs with examples.
19. Describe the provisions relating to employee health in the Factories Act, 1948.

PART – C

(Question No.20 is compulsory and answer any three questions to be answered from the remaining)

4 x 7 = 28

20. Case study

POLICIES AND PERFORMANCE APPRAISAL

Kalyani Electronics Corporation Limited recently diversified its activities and started manufacturing computers. It employed personnel at the lower

level and middle level. It has received several applications for the post of Commercial Manager – Computer Division. It could not decide upon the suitability of the candidate to the position, but did find that Mr. Prakash is more qualified for the position than other candidates. The Corporation created a new post below the cadre of General Manager i.e., Joint General Manager and asked Mr. Prakash to join the Corporation as Joint General Manager. Mr. Prakash agreed to it viewing that he will be considered for General Manager's position based on his performance. Mr. Anand, the Deputy General Manager of the Corporation and one of the candidates for General Manager's position was annoyed with the management's practice. But, he wanted to show his performance record to the management at the next appraisal meeting. The management of the Corporation asked Mr. Sastry, General Manager of Television Division, to be the General Manager in-charge of Computer Division for some time, until a new General Manager is appointed. Mr. Sastry wanted to switch over to Computer Division in view of the prospects, prestige and recognition of the position among the top management of the Corporation. He viewed this assignment as a chance to prove his performance.

The corporation has the system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager and General Manager has to be appraised by the same group of the subordinates. Mr. Anand and Mr. Sastry knew very well about the system and its operation, whereas Mr. Prakash was a stranger to the system as well as its modus operandi. Mr. Sastry and Mr. Anand were competing with each other in convincing their subordinates about their performance and used all sorts of techniques for pleasing them like promising them a wage hike, transfers to the job of their interest, promotion, etc. However, these two officers functioned in collaboration with a view to pull down Mr. Prakash. They openly told their subordinates that a stranger should not occupy the 'chair'. They created several groups among employees like pro-Anand's group, pro-Sastry's group, anti-Prakash and Sastry group, anti-Anand and Prakash group.

Mr. Prakash watched these proceedings calmly and kept the top management informed with all these developments. However, Mr. Prakash has been quiet work-conscious and top management found his performance under such a political atmosphere to be satisfactory. Prakash's pleasing manners and way of maintaining human relations with different levels of employees did, however, prevent the emergence of an anti-Prakash wave in the company. But in view of the political atmosphere within the company, there is no strong pro-Prakash's group either.

Management administered the performance appraisal technique and the subordinates appraised the performance of all these three managers. In the end, surprisingly, the workers assigned the following overall scores. Prakash: 560 points, Sastry : 420 points and Anand : 260 points.

QUESTIONS:

- i) How would you evaluate the worker's appraisal in this case?
 - ii) Do you suggest any techniques to avert politics creeping into the process of performance appraisal by subordinates? Or Do you suggest the measure of dispensing with such appraisal system?
21. Discuss various functions of Human resources management.
 22. Explain in detail the external sources available for the organisations for recruitment of employees.
 23. Describe the process of establishing the pay rates of various jobs in the organisation.
 24. Explain different labour legislations related to wages in the Indian organisations.
 25. What are the challenges faced by multi cultural teams and explain the strategies to overcome them.
