

INDIAN MARITIME UNIVERSITY
(A CENTRAL UNIVERSITY, GOVT. OF INDIA)

SEMESTER- II, SCHOOL OF MARITIME MANAGEMENT– JUNE 2014 EXAMS

HUMAN RESOURCE MANAGEMENT (T 1204)
(AY 2013-14 batch onwards)

Time:- 3 Hrs
Date: 25.06.2014

Max Marks : 60

SECTION - A (12 X1 = 12 Marks)

Answer all the Questions. All Questions carry equal marks

1. Human resource management is _____.
 - a. the concepts and techniques used to control people at work.
 - b. the process of identifying countries with cheaper labor costs and relocating jobs to those countries.
 - c. the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns.
 - d. all of the above.

2. If an employee is injured at work, the most appropriate initial action would be to:
 - a. provide first aid followed by medical attention.
 - b. notify the company's legal defense team.
 - c. notify Government authorities.
 - d. consult the employee's benefits package to determine health coverage.

3. A conflict resolution technique in which a neutral third party attempts to assist the conflicting parties in reaching an agreement is:
 - a. dissolution.
 - b. cooperation.
 - c. arbitration.
 - d. mediation.

4. In union organizing, the group of employees the union will represent is known as:
 - a. the bargaining unit.
 - b. the agency shop.
 - c. the representation committee.
 - d. the solidarity unit.

5. Which of the following types of interviews tend to be the most reliable and valid?
 - a. unstructured interviews
 - b. structured interviews
 - c. stress interviews
 - d. panel interviews.

6. A salary plus incentive/commission compensation plan would be most appropriate for which of the following workers?
 - a. a restaurant chef.
 - b. a registered nurse.
 - c. an automobile salesperson.
 - d. an administrative assistant.

7. The first step in the delivery of on-the-job training is:
 - a. demonstrate the task for the learner.
 - b. prepare the learner for the training.
 - c. ask the learner to perform the task.
 - d. correct the employee as needed during the performance of the task.

8. The management functions of most HR departments include:
 - a. both line and staff responsibilities.
 - b. staff responsibilities but not line responsibilities
 - c. line responsibilities but not staff responsibilities.
 - d. neither line nor staff responsibilities.
9. Job enrichment can be described as _____.
 - a. assigning workers additional work at the same level.
 - b. redesigning jobs to increase opportunities for responsibility.
 - c. moving workers from one job to another.
 - d. encouraging employees not to limit themselves to what's on their job descriptions.
10. What is a recruiting yield pyramid used for?
 - a. to calculate the number of applicants necessary to result in hiring the required number of new employees.
 - b. to decide what positions the firm will have to fill.
 - c. to study variations in a firm's employment levels over time.
 - d. to forecast the number of new employees necessary to generate a predetermined level of productivity.
11. When constructing the advertisement, it is important to consider how to best _____.
 - a. attract attention to the advertisement.
 - b. develop interest in the job.
 - c. create desire for the job.
 - d. all of the above.
12. What is another term for 360-degree feedback?
 - a. feedback loop
 - b. multi-source assessment
 - c. upward feedback.
 - d. circle feedback.

SECTION - B

(5 X4 = 20 Marks)

Answer any FIVE questions not exceeding 200 words. All questions carry equal marks

13. Why is the HR department playing a more significant role in organizational strategic planning processes today than it did 20 years ago? Describe briefly.
14. What are the methods used to conduct job analysis? Describe briefly.
15. Why are current employees often the best source of candidates for vacant positions? Describe with suitable examples.
16. Why is new employee orientation and on-boarding important to an organization? How does it impact competitive advantage? Be brief.
17. What are the primary reasons for employees to join labor unions?
18. What are some of the advantages and disadvantages of a merit-based compensation system?
19. What advantages are associated with on-the-job training? Explain in detail.

SECTION - C

(4 X7 = 28 Marks)

Answer question no.20 (compulsory) and any 3(three) from the rest:

20. Based on the case below, analyse and answer the question as appended at end.

CASE- THE TURNAROUND AT FORD

For the past several years, Ford has been going through difficult times. The company's share of the automobile market continues to shrink, and its cost structure has contributed to financial losses. In 2006, Ford lost \$12.6 billion. In 2007, Ford did better, posting losses of only \$2.7 billion. At the same time, however, Ford's market share continues to dwindle. In 2007, its share was 14.8%—down from 26% in the 1990s. In an effort to match its production with the demand for its products, as well as address concerns with its high labor costs, Ford has decided that smaller is better—and necessary—to achieve long-term success in the automobile industry.

One of the primary ways for Ford to achieve this goal is to take further steps to reduce the size of its workforce. As of 2008, Ford employed about 54,000 U.S. union workers. It had about 23,900 salaried workers in North America and about 12,000 U.S. workers eligible for retirement, or about 22% of its hourly workforce. Ford has announced a new round of buyouts and early retirement packages to all of its 54,000 U.S. hourly workers in an effort to cut costs and replace those leaving with lower-paid workers. Ford is offering eight different packages for employees. Some of the features of these plans are:

- Workers who are eligible for retirement will get a \$50,000 offer, higher than the \$35,000 in the previous round of buyouts.
- Skilled-trade workers, such as maintenance workers, will get an additional \$20,000, bringing the total potential payout for such a worker to \$70,000. Other packages will follow the basic pattern of buyouts Ford offered in late 2006.
- Younger workers could leave for a \$100,000 lump-sum payment and receive health care benefits, for a limited time.
- Older workers could get \$140,000 and receive pension benefits if they retire immediately, but they would forfeit future health care benefits.

The automaker's goal in offering the companywide buyouts is to cut as many as 11,000 hourly jobs and as many as 2,000 salaried positions. One of Ford's goals with these buyouts is to replace many workers with new employees who will earn a lower wage under the terms of its recently negotiated labor agreement. New hires will earn a little more than \$14 per hour, about half of what current union workers earn. The number of these so-called second-tier wage workers is capped at 20% of Ford's workforce under terms of a new pact with the UAW (formerly the United Auto Workers union). Ford President and Chief Executive Alan Mulally said the automaker will also trim salaried staff, mostly through attrition but possibly also through layoffs, as it tries to adjust to the slumping U.S. market.

Questions

- a. What factors have contributed to the large-scale labor surplus at Ford?
 - b. Ford has decided to pursue employee buyouts and attrition in an attempt to shrink its workforce to match its productivity demands. Why do you think Ford is using these two tactics? Do you think these are the best options for Ford to achieve its goals?
 - c. What are the downsides of these two approaches? Are there any other approaches you might recommend to address its labor surplus?
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21. As the HR Manager of a large, fast-growing technology services company you have been given the task of recruiting additional staff in multiple areas of the organization. What are some questions you might first ask to determine how to approach this labor shortage?
 22. Explain what is meant by person-job fit. Give reasons and examples as to why it is important in the selection process.
 23. What steps can organizations take to enhance the promotional and career prospects for their female employees?
 24. What is meant by the statement that "performance evaluations should be developmental in nature?" Give examples.
 25. Why are family-friendly benefits increasingly valuable to employees? What are some examples of family-friendly benefits?
