

Roll No. _____



University of Petroleum & Energy Studies
School of Business
Dehradun

End Semester Examination –May, 2018

Programme Name: MBA(IB)
Subject: Human Resource Management
Subject code: MBCH 732

Semester : II
M.Marks: 100
Duration: 3 Hrs

Note: All sections are compulsory.

Section – A (10 x 3=30 Marks)

Note – Attempt any 3 questions. Each question carries 10 marks.

1. Explain any two methods of Performance Appraisal.
2. What are some of the current changing trends because of which managing HR is challenging?
3. Explain the concept of on the job vs off the job training.
4. Explain any 4 sub parts of Salary. How is Gross salary different from Net salary?

Section – B (2x15=30 Marks)

Note – Attempt any 2 questions. Each question carries 15 marks.

- Q-1 Interview is a good tool during selection process. What are the things we can know during interview and what aspects of a prospective employee do not come out during an Interview? Give 2 examples of each.
- Q-2 What are different ways by which an employee can leave an organization? What is the HR responsibility in each case?
- Q-3 You are offered a job as management trainee in one of the export companies. The basic pay told to you by HR is 10,000. How will you roughly estimate your net salary.

Section – D (40 Marks)

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers.

Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourers. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerable lower.

Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began.

The equipment began to experience a growing "downtime" because of machine failures and quality- particularly on part dimensions- declined dramatically. At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the second shift was hired.

Questions:

1. From the discussion of job analysis information and job design, what actions would you recommend to HR department?
2. Given the problems associated with the second shift, what differences would you look for between first shift and second shift workers?