

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

End Semester Examinations December 2017

Master of Business Administration
(Port and Shipping Management /
International Transportation and Logistics Management)

Semester-1 : Human Resource Management (PG21T2105/ PG22T2105)

Date: 08.12.2017

Maximum Marks: 60

Time: 3 Hrs

Pass Marks: 30

Part-A (12x 1 = 12 Marks)
(Answer All Questions)

Choose the correct answer:

1. The process of matching the qualifications of an applicant with the job needs and choosing the most suitable one is called.....
 - a. Recruitment
 - b. Selection
 - c. Staffing
 - d. None of above

2. The observable and measurable human characteristics that make performance possible are.....
 - a. Competencies
 - b. Abilities
 - c. Performance
 - d. Seniority

3. An approach to forecast the internal supply of manpower, tracking past patterns of personnel movement is called.....
 - a. Performance appraisal
 - b. Markov analysis
 - c. Staffing table
 - d. None of the above

4. The failure, refusal or inability of an employer to provide employment to one or more workmen who are in the rolls of the establishment is called.....
 - a. Suspension
 - b. Voluntary retirement
 - c. Dismissal
 - d. Lay-off

5. The tendency to view members of other social groups less favourably than

members of one's own group.

- a. Tokenism
- b. Discrimination
- c. Ethnocentrism
- d. None of the above

6. Job enrichment refers to

- a. Assigning workers additional same level activities.
- b. Redesigning jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth and recognition.
- c. Moving workers from one job to another systematically.
- d. All of the above.

7. This technique helps us to identify hypersensitive applicants and those with low or high pressure tolerance.

- a. Structured interview
- b. Panel interview
- c. Stress interview
- d. Situational interview

8. Replacement charts

- a. Show the strengths and weakness of the employees
- b. Show likely terminations
- c. Describe the qualifications of promising candidates
- d. Indicate the current performance of employees and their promotability

9. Performance appraisals have many merits and it serve as building block of

- a. Job analysis
- b. Recruiting
- c. Manpower planning
- d. Career planning

10. A form of union security in which the company can hire only union members is called.....

- a. Union shop
- b. Closed shop
- c. Agency shop
- d. Preference shop

11. Trainers frequently use 'Role play' as an effective training tool to

- a. change results
- b. model behaviour
- c. change attitudes
- d. offer feedback

12. Theimplies that the multinational corporation seeks to adapt to the

local cultural needs of subsidiaries.

- a. Ethnocentrism
- b. Polycentricism
- c. Regiocentrism
- d. Geocentrism

Part-B

(5x 4 marks = 20 Marks)

(Answer ANY FIVE Questions not exceeding 200 words each.

All Questions carry equal marks)

- 13. Define Human Resource Planning (HRP) and explain its objectives.
- 14. Discuss the concept of job enlargement and job enrichment clearly indicating different ways to enrich jobs.
- 15. Explain the concept of HR Audit in HRM? List out the important areas where HR audit is usually conducted in an organisation.
- 16. What is meant by Performance Appraisal (PA)? Explain any three of its methods.
- 17. What constitute a sexual harassment? As a prudent employer what possible steps you will take to prevent it in your establishment.
- 18. Define collective bargaining. State its objectives. As a workmen, how these objectives are important to you.
- 19. What do you mean by Fringe benefits? Describe the various types of fringe benefits offered to employees in India.

Part - C

(4 x 7 marks = 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

Maria Fernandez is a bright, popular and well-informed mechanical engineer who graduated with an engineering degree from State University in June-2013. During the spring preceding her graduation, she went out on many job interviews; most of which she thought were conducted courteously and were reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was, therefore, with great anticipation that she looked forward to an interview with one firm in which she most wanted to work: Apex Environmental. She had always had a strong interest in the environment and believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career while making the world a better place.

The interview, however, was a disaster. Maria walked into the room where five men- the president of the company, two vice presidents, the marketing director, and other engineer- began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from being unnecessarily discourteous ('why would you take a job as a waitress in college if you're such an intelligent person?') to being irrelevant and sexist ('Are you planning on starting a family anytime soon?'). Then, after the interview, she met two of the gentlemen individually (including the president), and the discussions focussed on her technical expertise. She thought that these later discussions went fairly well. However, given the apparent aimlessness and even mean-spiritedness of the panel interview, she was astonished when several days later the firm made her a job offer.

The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she would be doing, the industry, and the firm's location. And in fact, the president had been quite courteous in subsequent discussions. She was left wondering whether the panel interview had been intentionally tense to see how she'd stand up under pressure, and, if so, why they would do such a thing?

Questions:

20.1. How would you explain the nature of the panel interview Maria had to endure? Specifically, do you think it reflected a well-thought-out interviewing strategy on the part of the firm or carelessness on the part of the firm's management? If it were carelessness, what would you do to improve the interview process at Apex Environmental?

20.2. Would you take the job offer if you were Maria? If you're not sure, what additional information would help you make your decision?

21. Define Human Resource Management (HRM). Outline its scope and objectives.

22. What is recruitment? Discuss various methods of recruitment.

23. Define the terms Training and Development and explain different types of training.

24. What is your vision about an ethical and corruption free India? Attempt a discussion brining out its causes, nature and prevention aspects.

25. What is Culture? Explain the four identified cultural predispositions by MNCs.
