

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

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|----|----|---|----|
| 1. | a) | Briefly explain nature and scope of HRM | 6 |
| | b) | Explain the Historical developments of HRM. | 6 |
| 2. | a) | Explain the factors influencing on to predict future supply human resources | 6 |
| | b) | Discuss the Hr planning process | 6 |
| 3. | a) | Distinguish between job enlargement and job enrichment? | 6 |
| | b) | Explain various methods of job analysis? | 6 |
| 4. | a) | What is job rotation? How is it useful for business organization? | 6 |
| | b) | Explain the steps involved in selection process | 6 |
| 5. | a) | Define career. Explain the factors influencing on employees career development? | 6 |
| | b) | Explain various methods of training | 6 |
| 6. | a) | How hr analytics is Becoming a persuasive HR function | 6 |
| | b) | How can DDDM (Data-Driven Decision making) in HR give a sustainable competitive advantage to an organization? | 6 |
| 7. | a) | What is the strategic role of HR in changing environment | 6 |
| | b) | Discuss the importance of HRM | 6 |
| 8. | | CASE STUDY: | 12 |

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 considerably 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:

- a). From the discussion of job analysis information and job design, what actions would you recommend to HR department?
- b). Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?