

GITAM INSTITUTE OF MANAGEMENT
GITAM UNIVERSITY
MASTER OF HUMAN RESOURCE MANAGEMENT
Model Question Paper

Time: 3 Hours

Max. Marks: 70

SECTION — A

I Answer any five of the following. Each answer should not exceed one page. (5X2=10)

- a) Identify the various functions of a HR manager.
- b) Briefly examine the emerging challenges to HR function.
- c) Identify the external sources of Recruitment
- d) Discuss the need to conduct career planning.
- e) What is variable compensation.
- f) Enumerate and briefly explain the steps in domestic enquiry
- g) Explain the concept of Participative Management
- h) What are the strategies of collective bargaining

SECTION - B

Answer all questions (5x9=45)

2. (a) Critically analyse the dimensions of the Human Resource Environment in India.
(OR)
(b) Discuss the role of a human resource manager as a strategic partner.
3. (a) Discuss the different steps to be followed in the process of selection.
(OR)
(b) Examine the various methods of Executive development.
4. (a) Describe the process of conducting job analysis and discuss its role in the recruitment process.
(OR)
(b) Discuss the different methods of performance appraisal
5. (a) Critically analyse the role of variable compensation in motivating an employee.
(OR)
(b) Describe the various fringe benefits provided to an employee to enhance job satisfaction.
6. (a) Discuss the various causes of employee grievances and the process of handling grievances.
(OR)
(b) Discuss the different mechanisms used to settle Industrial disputes in India.

SECTION – C

7. Case study

(15 Marks)

On January 08, 2006, Toyota Kirloskar Motor Private Limited (TKM) announced an indefinite lockout of its vehicle manufacturing plant at Bidadi located near Bangalore, Karnataka. The decision was taken following a strike, which had entered its third day, by the Toyota Kirloskar Motor Employees Union (Employee Union), the only company recognized union. The lockout notice stated that the strike was illegal as the Employee Union did not give the mandatory 14 day notice period as per Industrial Disputes Act, 1947. It also stated that the workers were indulging in violence and destruction. TKM was a joint venture, established in 1997, between Toyota Motor Corporation (Toyota), Japan's largest car company and the second-largest car manufacturer in the world, and the Kirloskar Group of India. Toyota holds an 89% equity stake and while the Kirloskar Group holds the remaining 11%. Toyota has invested nearly US\$ 336 million (INR 15 billion) in the plant with capacity of producing 60,000 units per year. Toyota manufactures its world famous cars like Corolla, Camry and Innova at the plant. The plant had a total workforce of 2,378 out of which around 1,550 employees belonged to the Employee Union.

On January 06, 2006, the Employee Union went on strike with the demand to reinstate three dismissed employees, ten suspended employees, and improve the work conditions at the plant. These employees had been dismissed and suspended by the company, on disciplinary rounds, for attacking a supervisor and misconduct. TKM declared that it would not rehire nor reinstate those employees culminating in the strike and lockout. TKM made several serious allegations against the Employee Union. The company said that the striking workers were threatening to blowup LPG gas cylinders in the company premises, obstructing the outward movement of manufactured vehicles, illegally stopping production, and manhandling other workers, who were not part of the Employee Union, to strike.

In response, the Employee Union said that three employees were dismissed because they were actively participating in trade union activities and the company wanted to suppress the trade union. They further said that working conditions at the plant were inhuman and 'slave like'. They were often made to stretch their working hours without sufficient relaxation and compensation. The issue took a new turn when representatives from the management at TKM refused to attend a meeting before the Labor Commissioner on January 09, 2006 for resolving the dispute with the union. The company said that the atmosphere was not conducive for talks as the Employee Union was in a violent and agitated mood. Though, the company appealed for two weeks time to appear before the Labor Commissioner so that situation could become stable, they were given time only till January 12, 2006. The Employee Union got support from various trade unions and demanded the intervention of the state government to help resolve the dispute in their favor.

Questions:

- 1 Identify the central issue of the case.
- 2 Was the company right in declaring lockout.