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Reg. No. | | | | | | | | |

IV Semester M.B.A. (Day and Evening) Degree Examination, January - 2025
MANAGEMENT
Industrial Relations and HR Audit
(CBCS 2019 Scheme)
Paper : 4.4.3

Time : 3 Hours **Maximum Marks : 70**

SECTION - A

Answer any **Five** questions from the following. Each question carries **5** marks. **(5×5=25)**

1. Briefly explain any two approaches to Industrial Relations.
2. What are objectives and activities of ILO?
3. Define the term HR Audit and State its objectives.
4. Explain the procedure is the Audit of (a) HRP and (b) Training and Development.
5. Explain the audit of performance management system and also list the documents required for it.
6. What is HR scorecard? State its constituents.
7. Explain the concept of collective bargaining and also its procedure.

SECTION - B

Answer any **Three** questions from the following. Each question carries **10** marks. **(3×10=30)**

8. "Industrial unrest hampers industrial peace and hormony"- Explain the role of Industrial relations in the light of this statement.
9. Discuss the object and salient features of welfare legislation of
   a) The Factories Act, 1948.
   b) The Equal Remuneration Act, 1976.

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10. Write short notes on:

    a) HR Competence Audit.

    b) Participative management and employee empowerment.

11. Discuss the impact of ILO on Indian Labour organisations.

SECTION - C

12. Case Study (Compulsory) : **(1×15=15)**

HR functions are very crucial for achieving HR goals and effectiveness. Having competent and willing work force at all times is the purpose of all HR activities. Each and every HR function has its own goal and role. Identifying the right source of recruitment and selecting competent workforce is the goal of HR recruitment activity. Each HR activity effectiveness is measured through the HR Audit.

HR Audit helps to identity the HR efficiency is terms of HR cost and benefit. Learned and knowledge organisations adopted virtual HR Audit of all HR functions with a view to integrate HR strategies with corporate strategy. The role of HR Audit is more pronounced in knowledge sector where skill and knowledge competence in the name of the game for organisational success. The intervention of analytics and AI is the HR Audit process resulted is cost competency and generation of new revenue models in MNC's. Top management are HR professionals comprehended the significance of HR Audit for achieving HR competitiveness and overall organisational competency and performance interestingly, the role of Centrally affiliated Trade Unions are losing their lustre and momentum in view of analytics and AI intervention in HR Audit process and also on account of the presence knowledge workers and who negotiate directly with top management authorities to resolve any HR related issues. HR Audit has been redetailed in view of changing paradigms in technologies, profile of workforce dynamics and workplace dynamics

Questions:

a) Identify the charging role HR Audit in the above case.

b) How the new found technologies created new environment of HR Audit.

c) Why the role of Trade Unions is declising? What are the causes? Advice the reasons in light of the above case.