

UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES



End Semester Examination, May 2018

Program: MBA (ET/ BA)
Subject (Course): Human Resource Management
Course Code : HRES7001/7007
No. of page/s : 04

Semester: 2nd
Max. Marks : 100
Duration : 3 Hrs

Section A: Each question is of two marks

Total marks-20

1. Which of the following is not a purpose of internal mobility?
 - a. It provides an opportunity to review HR
 - b. It helps in motivating employees
 - c. Selection of the employees
 - d. It helps in saving cost

2. The Job analysis study does not provide information on
 - a. Job questionnaire
 - b. Job identification
 - c. How the work is performed?
 - d. Required personnel attributes

3. An attempt to extend the scope of job is-
 - A. Job enlargement
 - B. Job rotation
 - C. Job evaluation
 - D. Job enrichment

4. Halo effect is
 - A. Tendency to rate employee high or excellent on all criteria.
 - B. Deciding the applicant's suitability quickly based on the early impression.
 - C. Allowing the ratings to be influenced by the personal likes and dislikes.
 - D. A single important trait of a candidate affects the judgement of the rater.

5. Cold-calling is a part of
 - A. Recruitment
 - B. Performance management
 - C. Employee relations
 - D. Learning & development

6. Which of the following is not a source of recruitment?
- A. Advertisement
 - B. Bidding
 - C. Outsourcing
 - D. None of the above.
7. Job evaluation is linked with
- A. Employee relations
 - B. Compensation
 - C. Selection
 - D. None of the above
8. Which of the following is not a factor to influence compensation strategy?
- A. Ability to pay of the organization
 - B. Legal framework
 - C. Talent market
 - D. None of the above
9. Which is false
- A. Perquisites is a part of non-managerial compensation strategy
 - B. Training need assessment is prerequisite to conduct a training programme
 - C. Job description is a part of job analysis
 - D. All
10. Basic component of CTC is
- A. 20% of CTC
 - B. 30% of CTC
 - C. None
 - D. 10% of CTC

Section B: Each question is of five marks

Total marks-20

1. Discuss the various financial and non-financial rewards in motivating modern employees
2. The world-renowned British theoretical physicist Stephen Hawking, known for his contributions to the fields of cosmology, general relativity and quantum gravity especially in the context of black holes, says that “Artificial Intelligence will never kill human brain”. Taking a cue from Mr. Hawking’s comment, critique the HR jargon “Employees are the most valuable asset for an organization”.
3. Outline the steps involved in the Human Resource Planning Process in detail

4. Write short notes on any two
 - a. Mentoring
 - b. Social security
 - c. Career development

Section C: Each question is of ten marks

Total marks-30

1. Performance management system has an inherent weakness in terms of bias and stereotyping of employees. Organizations may attempt to enhance the objectivity of in the system but cannot eliminate bias completely. Contemporary methods including 360 degree approach are only trying to aggregate the subjectivity in the judgments rather than eliminate them. Critically examine the above paragraph and discuss the possible ways to improve objectivity in PMS.
2. *Employee engagement has become a business imperative for HR community worldwide.* In light of this statement, how learning and developmental opportunities offered by organizations can bolster engagement levels in an organization.
3. How can HR policies help in retaining the contemporary ‘high maintenance workforce’ that comprises of a substantial chunk of Millennials/Gen Y employees?

Section D: Each question of the case study is of ten marks

Total marks-30

Case study

Zinedine Zidane, president of Blancos Minerals Limited (Blancos), Madrid, put down his cell phone slowly. Talk about a kick to the stomach! He had just heard from an old friend from business school days, Marcelo Viera, who had called him with some disturbing information. Apparently, his recently appointed vice-president of Exploration, Sergio Ramos, had been fired by one of his previous employers for a serious drug-abuse problem about six years ago. Ramos had made no mention of this event, nor had it been revealed in reference checks, and the termination was not evident on Ramos’ original application for employment

Sergio Ramos aged 32 and married with three children, Sergio Ramos had earned a degree in Geophysics and had completed graduate work in geophysical engineering. Following graduate school, he had worked for three years with a major mining company but had left it to join Can-Ore Minerals (Can-Ore), a junior company involved in geophysical research. Sergio Ramos had been highly valued and well paid by Can-Ore. When interviewed by the executives at Blancos he said he had been very satisfied with how he had been treated at Can-Ore. After four years with Can-Ore, Ramos had decided to pursue his long-time ambition to return to business school to complete his MBA. He had graduated in the top quartile of his MBA class and was on the dean’s list in both years of his program. While at the business school, Ramos had come to the attention of one of the professors who also did some consulting work for Blancos. Indeed, it was this professor who had suggested to Zidane that Ramos was “a young man whose career was well worth watching.” Zidane contacted Ramos in the middle of his second year of the MBA program and suggested that they meet to discuss his career interests.

THE INTERVIEW AND JOB OFFER Zidane met with Ramos and three other members of the Blancos a management team. They were all impressed. Ramos' analytical skills were excellent. He was obviously competent and, while somewhat reserved and a little withdrawn, he had a pleasantly effective manner about him. Ramos was the recipient of the distinction awarded to those students whose academic performance was in the top 10 per cent of the class.

Ramos left the major mining company and joined Can-Ore as a move from a bureaucratic to an entrepreneurial environment, one where he could make a great personal contribution and be rewarded accordingly. This explanation fit perfectly with what Zidane and the other Blancos executives were looking for in a company employee, and they thought that he would blend in well with the Blancos operation. Zidane offered Ramos a position at Blancos as manager of Exploration, subject to the usual medical examination and reference checks. The vice-president of Human Resources checked Ramos' references from the business school and also checked with his previous employer, Can-Ore. The vice-president of Exploration at Can-Ore described Ramos as a first-rate person, one they would like to have return as an employee to their firm.

RAMOS AT BLANCOS In his three years with Blancos, Ramos' performance had exceeded all of Zidane's and other executives' expectations. He was an excellent manager: he had the intuitive judgement essential to the exploration business, had helped to build a good staff of young geologists and geophysicists, and had maintained excellent control of his operations. During these years, Ramos had earned four consecutive highly satisfactory performance appraisals. When Karim Benzema, the vice-president of Exploration at Blancos for 15 years, decided to retire, there was no hesitation in promoting Ramos to the position.

THE TELEPHONE CALL It was the day after Ramos' picture had appeared in the business press with the announcement of his appointment that Zidane had received the call from his friend, Marcelo Viera. Marcelo was now the president of the mining company where Ramos had started his career, and the company was also one of Blancos' major clients. Zidane recalled his conversation with Marcelo on the phone:

Marcelo: I didn't know that you had hired Sergio Ramos. He's really come up in the world since he used to work for me.

Zidane: Well, you guys never could hold onto the good ones! Life is too boring for anyone with some "get up and go." You train them and we reward them! (The well-intentioned ribbing went on for a few minutes before Marcelo got to the point.) Look, Zidane, this may come as a bit of a shock to you, but Ramos didn't exactly "get up and go." We had to give him a push to help him on his way.

Zidane: What do you mean? What for?

Marcelo: Well, we were concerned about a few things. His performance on the job wasn't bad; in fact, he was a good guy, technically. But he seemed to be tired a lot and, well, kind of moody and miserable. We did some checking around, asked a few people, you know the kind of thing. Several people told us that he was into drugs in a pretty serious way. I spoke with him about it — he was pretty evasive at first, but after a while, he didn't deny it. We let him go. He never pushed back on this decision. Perhaps we should have handled it differently and given him a leave of absence to attend a rehab program of some kind.

Zidane: Why didn't this surface when Can-Ore hired him?

Marcelo: I'm not sure, Zidane. I'm not even sure that Can-Ore checked out Ramos with us. Sometimes these small companies are pretty sloppy about those kinds of things. After we fired him, I think Ramos went to Europe for several months. Maybe he spun some kind of yarn to them about the gap in his résumé.

Zidane: Well, I'm not sure whether I should thank you for this information or not. I don't know what I'm going to do about it. Do me a favour, keep this between us. I'd hate for rumours to start flying around.

Questions

1. Should Blancos employ a senior executive officer with this kind of past?
2. What should Zidane do now?
3. Do you think Blancos' recruitment and selection team was at fault to hire Ramos? Explain with reason.

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Section A: Each question is of two marks

Total marks-20

1- An attempt to extend the scope of job is-

- A. Job enlargement
- B. Job rotation
- C. Job evaluation
- D. Job enrichment

2-The actual achievements compared with the objectives of the job is

- a. Job performance
- b. Job evaluation
- c. Job description
- d. None of the above

3-The following is (are) concerned with developing a pool of candidates in line with the human resources plan

- a. Training & Development
- b. Succession planning
- c. Recruitment
- d. All of the above

4-Majority of the disputes in industries is (are) related to the problem of

- a. Wages
- b. Salaries
- c. Benefits
- d. All of the above

5-In an organisation initiating career planning, the career path model would essentially form the basis for

- a. Placement
- b. Transfer
- c. Rotation
- d. All of the above

6. Which of the following is not a source of recruitment?

- E. Advertisement
- F. Bidding
- G. Outsourcing
- H. None of the above.

7-Performance development plan is set for the employee by

- a. Employer
- b. Department Head
- c. Immediate boss
- d. Any of the above

8-The following type of recruitment process is said to be a costly affair.

- a. Internal recruitment
- b. External recruitment
- c. Cost remains same for both types
- d. None

9-Large recruitment process is ____ problematic and vice-versa

- a. Less
- b. More
- c. Any of the above

10-In strategic human resource management, HR strategies are generally aligned with

- A Business strategy
- B Organizational policies
- C, Both
- D. None

Section B: Each question is of five marks

Total marks-20

1. Explain the significance of competency mapping in HRM
2. Outline the steps involved in the Human Resource Planning Process in detail
3. *Employee retention has become a business imperative for HR community worldwide. In light of this statement, how learning and developmental opportunities offered by organizations can bolster retention levels in an organization.*
4. Discuss the various financial and non-financial rewards in motivating modern employees

Section B: Each question is of ten marks

Total marks-30

1. Write short notes on any two (10 marks)
 - a. Mentoring
 - b. Exit interview
 - c. Career development
2. Develop a training programme for Business Analyst profile.
3. How does HR policies engage and the retain contemporary 'high maintenance workforce' that comprises of a substantial chunk of Millennials/Gen Y employees?

Section D: Each question of the case study is of ten marks

Total marks-30

Case study

Ozil was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. Kovacic, convened a meeting of all Product Managers. Ozil's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Ozil to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Ozil very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. Kovacic, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of Kovacic's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. Kovacic then started with Ozil. Ozil being new to the product, was quite confused and fared miserably. Preet immediately understood that Kovacic had possibly failed to remember that Ozil was new to the job. He thought of interrupting Kovacic's questioning and giving a discrete reminder that Ozil was new. But by that time, Kovacic who was pretty upset with the lack of preparation by Ozil made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused". Now Preet was in two minds - should he interrupt Kovacic and tell him that Ozil is new in that position OR should he wait till the end of the meeting and tell Kovacic privately. Preet chose the second option.

Ozil was visibly angry at the treatment meted out by Kovacic but he also chose to keep mum. Kovacic quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Ozil, Kovacic asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Ozil is new to the job". Kovacic explained that the fact that Ozil was new to the job didn't quite register with him during the meeting. Kovacic admitted that he had made a mistake and asked his secretary to get Ozil report to the room immediately. A perplexed and uneasy Ozil reported to Kovacic's room after few minutes. Kovacic looking Ozil straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Ozil was left speechless. Kovacic continued "I would like to state few things clearly to you. Your job is to make sure that people like

me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". Kovacic closed the conversation with a big reassuring handshake with Ozil.

Questions:

1. Was it at all necessary for Kovacic to apologise to such a junior employee like Ozil?
2. If you were in Ozil's place, how would you respond to Kovacic's apology?
3. Was Kovacic correct in saying that Ozil is there to correct the "stupid mistake" of his boss and Kovacic?