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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2018

Programme: MBA LSCM

Course Name: Human Resource Management

Course Code: HRES7007

No. of page/s:7

Semester – II

Max. Marks : 100

Duration : 3 Hrs

Section – A (20 Marks)

All question carries 1 mark each.

All the questions are compulsory

The basic purpose of human resource planning is to

- a. identify the human resource requirements
 - b. identify the human resource availability
 - c. match the HR requirements with the HR availability
 - d. All of the above
2. Which best defines the process of locating and encouraging potential employees to apply for jobs?
- a. Human Resource Planning
 - b. Selection
 - c. Recruitment
 - d. Job Analysis
3. Which best describes the function of Human Resources Planning?
- a. An integrated set of processes, programs and systems in an organization that focuses on maximizing employee contribution in order to achieve organizational success.
 - b. The process of ensuring that people required to run the company are being used as effectively as possible--especially in fulfilling developmental needs--in order to accomplish the organization's goals.
 - c. The formal process of familiarizing new employees with the organization, new job, work units and culture values, beliefs and accepted behavior.
 - d. The process of effectively and efficiently managing your assets

4. Ramesh is conducting an interview for hiring the Sales Executive for his organization. He needs to know about the personality of the person. What method he may use:
 - a. Physical examination
 - b. Reference Check
 - c. Psychological test
 - d. Depth interview

5. A Job Analysis record includes the preparation of _____ and _____.
6. Name the two sources of recruitment are:
7. The practice in which 'senior executives periodically review their top executives and those in the next-lower level to determine several backups for each senior or key position in the firm' is termed as:
8. is a one-to-one interaction.
 - (a) Lecture
 - (b) Mentoring
 - (c) Demonstration
 - (d) Coaching

9. HRM can be performed by
 - (a) HR Managers
 - (b) Line Managers
 - (c) Both
 - (d) None
10. ... is the process of describing & recording aspects of jobs & specifying the skills & other requirements necessary to perform the job.
 - a) Job Specification
 - (b) Job Description
 - (c) Job Analysis
 - (d) Job Evaluation
11.doesn't require face to face interaction with the trainer.
 - a) Coaching
 - b) Case Studies
 - c) Virtual Reality
 - d) Role Playing

12. Which of the following are typically referred to as 'line managers'?
 - a. Those working in marketing.
 - b. Those working in sales
 - c. A manager involved in running the main business activities of a company.
 - d. Those working in finance

13. What is the 360 degree appraisal
- Senior managers rate the performance of line managers.
 - Employees rate the performance of their peers.
 - Employees rate the performance of their manager
 - Line managers rate the performance of employees.
 - All of the above
14. Which of the following orders is followed in a typical selection process?
- Test and/or interview, application form, reference check and physical examination
 - Application form, test and/or interview, reference check and physical examination
 - Reference check, application form, test and/or interview and physical examination
 - Physical examination, test and/or interview, application form and reference check
15. When the candidate is put to hardship during interview, it is called
- Patterned interview
 - stress interview
 - preliminary interview
 - in-depth interview
16. The purpose of an application blank is to gather information about the
- company
 - candidate
 - questionnaire or interview schedule
 - competitors
17. The process of eliminating unsuitable candidates is called
- selection
 - recruitment
 - interview
 - induction
18. Positions held by an individual throughout his work life are normally referred to as
- job
 - task
 - career
 - none of the above
19. Which one of the following is a source of assessing training needs?

- a. performance evaluation
 - b. attitude survey
 - c. advisory panel
 - d. all of the above
20. The process of enhancing the technical skills of workers in a short period is called
- a. training
 - b. development
 - c. education
 - d. none of the above

Section B

Please answer any 4 questions
Each question carries 5 marks each

Q1. Discuss following as method of Performance Appraisal

- a) Paired comparison method
- b) Graphic Rating method

Q2. What is training. What is training need assessment. How is it done?

Q3. What is job evaluation? What are the steps of Job evaluation? Explain one technique of Job evaluation.

Q4. What are the components of Compensation? Discuss the objectives of compensation planning.

Q5. What are the different criteria for promotion? What you advocate is a good method, Why?

Section C

Please answer following questions
Each question carries 15 marks each

Q1. Prepare a training plan for Jim to use. Create the performance standards for the objective evaluation, the tools used in this training etc.

Jim Mullens likes supervising the customer service unit. This unit is responsible for updating customer accounts and files as well as for providing information to the customer and other employees. Typically, the customer service representative he supervises answers questions about the service, provide information about the customer's account, modify the files so that it is up to date and correct. The unit was formed only recently to handle the volume of customer direct calls more efficiently by sing the newly installed on –line information system.

Unfortunately, the planning for the new unit was not done well. The on- line computer system was purchased and installed before the actual operations people were brought in. As a result, Jim was given the responsibility for getting the unit up and running within one week. He had to make some quick personnel selections and take care of many administrative details within a short period. Now three weeks after relieving the assignment, Jim feels quite a sense of accomplishment. Ha has been lucky that things worked out as well as they have. In fact, the only thing Jim is concerned about now is how the reps handle the customer calls.

Jim knows that good telephone etiquette is essential to the successful accomplishment of his unit's mission, yet his reps use many different styles in answering the phone and do not follow basic rules. For – example, the reps commonly neglect to put customers on hold while they search for information. When asking questions, they do not explain the reason for the inquiry; they do not verify the information; defensively when they do not know the answers. These are major – but not the only and, at times, they react – things they do wrong Jim knows that he must train them in techniques of proper phone etiquette. There is no available training program to which he can send his personnel. Therefore, he must provide the coaching and training to the reps while they are on the job

Q2. What is Career? What is career Development? What are the different stages of career in a person's life? Whose responsibility is career progression? Why?

Section D

Please answer the questions that follow
Each question carries 10 marks each

Q1. Go through the case and attempt the questions

Rob Winchester newly appointed vice president for administrative affairs at Sweetwater State University, faced a tough problem after his university career began. Three weeks after he came on board Sweetwater's President Raobs'boss told Rob one of his first tasks was the appraisal system. To evaluate secretarial and performance at Sweetwater apparently the main difficulty was that the performance appraisal was traditionally tied directly to salary increases given at the end of the year. Administrators were less than accurate when they used the graphic rating forms that were the basis of the clerical staff evaluation. In fact, what usually happened was that each administrator simply rated his or her clerk or secretary as "excellent." This cleared the way for all support staff to receive maximum pay increase every year. However, the current University budget was not just enough to fund that kind of raise.

Furthermore, Sweetwater's president felt that the custom of providing invalid feedback to each secretary on his or her year's performance was not productive, so he asked the new vice president to revise the system.

In October Rob sent a memo to all the administrators telling them that in the future no more than half the secretary's reporting to any particular administrator could be appraised as excellent. This move in effect forced each supervisor to begin ranking his or her secretary for quality of performance. The vice president's memo met a widespread resistance immediately from administrators who were afraid that many of their secretaries would begin leaving for more lucrative jobs in private industry and from secretaries who felt that the new system was unfair and reduced each secretary's chance of receiving a maximum salary increase. A handful of secretaries had begun quietly picketing outside the president's home on the University Campus. The picketing, caustic remarks by disgruntled administrators and rumors of an impending Slow Down by the secretary's made Rob Winchester wonder whether he had made the right decision by setting up forced ranking. He knew, however, that there were a few performance appraisal experts in the school of business so he decided to set up an appointment with them to discuss the matter. He met with them the next morning. The present appraisal system had been set up when the first opened 10 years earlier and the appraisal form had been developed primarily by a committee of secretaries. Under that system, Sweetwater filled out forms similar to the one shown in table 1. This once a year appraisal in March had run into problems almost immediately since it was apparent from the start that administrators varied widely in their interpretation of job standards as well as in how conscientiously they filled out the forms and supervise their secretaries.

At the end of the first year, it became obvious to everyone that each secretary's salary increase was tied directly to the March appraisal. For example, those rated excellent received the maximum increases, those rated good received average increases and those rated below the average rating received only the standard across the board cost of living. Since universities in general and Sweetwater in particular have paid secretaries somewhat lower salaries than those prevailing in private industry some secretaries left in a half that first year. From that time on most administrators simply rated all secretaries excellent in order to reduce staff turnover and sharing each a maximum increase. They also avoided the hard feelings aroused by the significant performance differences otherwise highlighted by administrators. Two Sweetwater experts agreed to consider the problem and in two weeks they came back to the vice president with the following recommendations, first the form used to rate the secretaries was grossly insufficient it was unclear that what "excellent" or "quality of work" meant they recommended instead to revamp the form and define the standards.

They recommended, instead that the vice president rescind his earlier memo no longer attempt to force University administrators to arbitrarily rate at least half their secretaries as something less than excellent. The two consultants pointed out that this was in fact an unfit procedure since it was quite possible that any particular administrator might have staffers who were all excellent or conceivably all (less likely) below standard. That the way to get all the administrators to take the appraisal process more seriously was to stop tying it to the salary increases. The recommended

that every administrator come up with a explanation of qualities in the secretary and use this as counselling tool. Salary increases would have to be made on some basis other than performance appraisal so that administrators would no longer hesitate to fill out the rating forms honestly. Rob thanked the experts and went back to his office to ponder the recommendations. Nevertheless, he still had serious doubts as to the efficacy of any graphic rating form particularly if you were to decide in favor of his original forced ranking approach. Second recommendation, to stop trying the appraisal to automatic salary increases make sense but raised at least one very practical problem if salary increases was not to be based on performance appraisal on what were they were to be based. He began wondering whether the expert recommendations was simply based on Ivory tower theorizing.

Answer the following questions

Q1. Do you think that the expert’s recommendations will be sufficient to get most of the administrators to fill out the rating forms properly why? why not what additional actions if any do you think will be necessary.

Q2. Would Vice President Winchester would be better off dropping graphic rating forms substituting instead one of the other techniques of performance appraisal such as the Ranking method, paired comparison. Why?

Q3. What performance appraisal system you will develop for the secretary's if you were Rob Winchester. Defend your answer.

Table 1

Checklist during the Appraisal Interview			
		Yes	No
	Did you discuss each goal or objective established for this employee?		
	Did you and employee cover all positive skilled traits?		
	Are you both clear on areas for improvement? Did you confirm what your part would be to the employee confirm his or her part?		
	Are you and the employee clear on the areas of agreement? disagreement?		
	Did you thank the employee?		