

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
Online End Semester Examination, May 2021

Course: Human Resource Management
Programme: MBA (O&G/PM/GMgt.)
Course Code: HRES 7007

Semester: II
Time: 03 hrs.
Max. Marks: 100

Instructions: All questions are compulsory

SECTION A (30 Marks)

S. No.		Marks	CO
Q 1	Determining what the content of a training program should be, based on a study of the job duties, is known as: a.organization analysis. b.individual analysis. c.job analysis. d.task analysis.	5	CO 1
Q 2	Freedom from criterion deficiency of performance appraisals refers to the extent to which: a.standards relate to the overall objectives of the organization. b.standards capture the entire range of an employee's responsibilities. c.individuals tend to maintain a certain level of performance over time. d.factors outside the employee's control can influence performance.	5	CO 1
Q 3	Biographical information blanks are difficult for applicants to fake because: a. they require detailed answers. b. they rarely have obviously right or wrong answers. c. they are administered by extremely knowledgeable interviewers. d. applicants are required to respond quickly.	5	CO 1
Q 4	Incentive systems are effective when: a. performance standards are not clearly defined, causing employees to perform a more thorough job. b. employees view the incentives as a sure thing. c. managers base incentives on differences in performance. d. the costs associated with the plan are easily determined.	5	CO 1
Q 5	Which of the following compensation options would not qualify under the term pay-for-performance? a. seniority based pay b. group incentive c. pay banding d. gainsharing plans	5	CO 1

Q 6	Which is the most direct and the least complicated type of validity to assess? a.content validity b.construct validity c.criterion-related validity d.concurrent validity	5	CO 1
SECTION B (50 Marks)			
Q 7	“The business environment increasingly forces firms to make human resources a critical source of competitive advantage. Comment.	10	CO2
Q 8	You are HR director for a large global company with manufacturing plants in five different countries around the globe. Jobs are quite similar from plant to plant. Does it make sense to use an identical selection process in all the plants? Why or why not?	10	CO2
Q 9	Develop the outline for an orientation program for a new secretarial employee in your department.	10	CO2
Q 10	If you were an employee, would you want to be evaluated by traits, behaviour or results? Why?	10	CO3
Q 11	Recommend a job evaluation system for an oil refinery with 800 employees in managerial, technical and blue-collar jobs. Give reasons for selecting your job evaluation system.	10	CO3
SECTION-C (20 marks)			
Q 12	<p style="text-align: center;">Improving Performance at the Hotel Paris</p> <p>The Hotel Paris’s competitive strategy is “To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability.” HR manager Lisa Cruz must now formulate appraisal policies and activities that support this competitive strategy, by eliciting the required employee behaviors and competencies. Lisa knew that the Hotel Paris’s performance appraisal system was inadequate. When the founders opened their first hotel, they went to an office-supply store and purchased a pad of performance appraisal forms. The hotel chain used these. Each form was a two-sided page. Supervisors indicates whether the employee’s performance in terms of various standard traits including quantity of work, quality of work, and dependability was excellent, good, fair, or poor. Lisa knew that, among other flaws, this appraisal tool did not force either the employee or the supervisor to focus the appraisal on the extent to which the employee was helping the Hotel Paris to achieve its strategic goals. She wanted a system that focused the employee’s attention on taking those actions that would contribute to helping the company achieve its goals, for instance, in terms of improved customer service. Both Lisa and the firm’s CFO were concerned by the current disconnect between (1) what the current appraisal process was focusing on and (2) what the company wanted to accomplish in terms of its strategic goals. They wanted the firm’s new performance management system to help breathe life into the firm’s strategic performance, by focusing employees’ behavior specifically on the performances that would help the Hotel Paris achieve its strategic goals. Lisa and her team created a performance management system that focused on both competencies and objectives. In designing the new system, their starting point was the job descriptions they had created for the hotel’s employees. These descriptions each included required competencies. The front-desk clerks’ appraisals now focus on competencies such as “able to check a guest in or out in 5 minutes or less.” Most</p>	20	CO 3

service employees' appraisals include the competency, "able to exhibit patience and guest support of this even when busy with other activities." There were other required competencies. For example, the Hotel Paris wanted all service employees to show initiative in helping guests, to be customer oriented, and to be team players (in terms of sharing information and best practices). Each of these competencies derives from the hotel's aim of becoming more service-oriented. Each employee now also receives one or more strategically relevant objectives for the coming year. (One, for a housecleaning crewmember, said, "Martha will have no more than three room cleaning infractions in the coming year," for instance.)

In addition to the goals- and competencies-based appraisals, other Hotel Paris performance management forms laid out the development efforts that the employee would undertake in the coming year. Instructions also reminded the supervisors that, in addition to the annual and semiannual appraisals, they should continuously interact with and update their employees. The result was a comprehensive performance management system: The supervisor appraised the employee based on goals and competencies that were driven by the company's strategic needs. And, the actual appraisal resulted in new goals for the coming year, as well as in specific development plans that made sense in terms of the company's and the employees' needs and preferences.

Questions

1. Choose one job, such as front-desk clerk. Based on any information you have (including job descriptions), write a list of duties, competencies, and performance standards for that chosen job.
2. Based on that and based on classroom discussions create a performance appraisal form for appraising that job.