

# SET A

Name:	
Enrolment No:	

**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**  
**End Semester Examination, May 2019**

**Course: Human Resource Management**  
**Programme: MBA (AVM / PSM / General Management)**  
**Max. Marks: 100**

**Semester: II**  
**Time: 03 hrs.**  
**CC:HRES 7007**

**Instructions:**

- 1. All sections are compulsory**
- 2. This paper has 4 number of printed pages**

**SECTION A**  
**Answer in TRUE/FALSE ONLY (20 Marks)**

		<b>Marks</b>	<b>CO</b>
Q 1	Harvard Model of HR postulates aligning HR strategy to Human Capabilities	1	CO 1
Q-2	Hard HRM involves aligning HR strategy to Organizational Strategy	1	CO 3
Q-3	Manpower Planning is concerned with assessing the quality of people required by the organization	1	CO 4
Q-4	Work Load analysis method of Manpower Planning involves estimating the number of people required based on total time for which people work in the organization	1	CO 2
Q-5	Delphi Technique of Human Resource Planning is commonly used to estimate the required number of shop floor workers	1	CO 3
Q-6	Recruitment is about marketing the organization as a potential employer	1	CO 1
Q-7	Social Media recruitment comes with a rider of recruiting based on non-verifiable information	1	CO 4
Q-8	Relying only on employee referral for hiring may promote nepotism and groupism	1	CO 2
Q-9	Reliability of a selection tool implies that the tool is accurately measuring the skill that the tool is supposed to measure	1	CO 1
Q-10	Content Validity of a selection tool implies measuring the skill of the candidate in reference to actual workplace behavior	1	CO 4
Q-11	Interview is a good selection tool to accurately measure the aptitude of the job	1	CO 3
Q-12	Group discussion is a proper selection tool to measure Assertive communication skill.	1	CO 2
Q-13	It's a good idea to outsource the induction/ orientation process to an organization that is a dedicated training provider	1	CO 3
Q-14	Vestibule training involves demonstration of the behavior to be learned	1	CO 2
Q-15	A worker working for 40 hours in a week including 12 hours on Monday is eligible to get overtime	1	CO 1
Q-16	Layoff is done to downsize the organization	1	CO 4
Q-17	Salary is paid for quality and quantity of work done by the employees	1	CO 2
Q-18	360 degree performance appraisal is a good appraisal method to be applied on a computer programmer	1	CO 3

Q-19	Gain Sharing is workers share in profit of the company	1	CO 1
Q-20	Incentives are paid to motivate the workers	1	CO 4
<b>SECTION B ( 20 Marks)</b>			
<b>Attempt any four</b>			
Q 21	If demand for manpower is more 10% than the supply for a period of next six months for an organization, discuss the merit of the staffing technique the company can consider to apply.	5	CO1/2
Q 22	What can be the several reasons of wrong selection of manpower?	5	CO1/3
Q 23	What is training need assessment? Explain what can be several indicators of a training need?	5	CO2/3
Q 24	Differentiate between Bonus, Incentive, Allowance, and Gain Sharing.	5	CO3/4
Q 25	Suppose you are a supervisor. What errors might you make when preparing a performance appraisal on a clerical employee?	5	CO1/4
Q 26	What is workforce diversity? What can be advantages of hiring a diverse workforce?	5	CO2/3
<b>SECTION-C ( 30 marks)</b>			
<b>Attempt any two</b>			
Q 27	Management of companies and HR generally complain that people lack ownership. Employees just put in the quality and quantity of output that just keeps them afloat. People do not travel an extra mile in the pursuit of the goals of the organization. Employees just sustain the job, do not “perform” in job. Suggest what measures a good company can take to enthuse a sense of ownership, belongingness and employee engagement?	15	CO 1/2/3
Q 28	It is ideally and practically impossible to find every employee of the company satisfied after the performance appraisals. Does performance appraisal effect performance of people? Employees who are not rated high always complain about the fairness and justice in appraisal process. What iterations can a company run to eliminate biases in the appraisal system?	15	CO 1/3/4
Q 29	What are the features of a good compensation management policy? What should the companies keep in mind while determining the compensation management policy?	15	CO 2/3/4
<b>SECTION-D ( 30 marks)</b>			
<b>Appraising the Secretaries at Sweetwater University</b>			
<p>Rob Winchester, newly appointed vice president for administrative affairs at Sweetwater State University, faced a tough problem shortly after his university career began. Three weeks after he came on board in September, Sweetwater’s president, Rob’s boss, told Rob that one of his first tasks was to improve the appraisal system used to evaluate secretarial and clerical performance at Sweetwater U. The main difficulty was that the performance appraisal was traditionally tied directly to salary increases given at the end of the year. Therefore, most 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 them to receive a maximum pay raise every year.</p> <p>But the current university budget simply did not include enough money to fund another “maximum” annual raise for every staffer. 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 had asked the new vice president to revise the system. In October, Rob sent a memo to all administrators, telling them that in the future no more than half the secretaries reporting to any particular administrator could</p>			

be appraised as “excellent.” This move, in effect, forced each supervisor to begin ranking his or her secretaries for quality of performance. The vice president’s memo met widespread resistance immediately—from administrators, who were afraid that many of their secretaries would begin leaving for more lucrative jobs, 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 picketing outside the president’s home on the university campus. The picketing, caustic remarks by disgruntled administrators, and rumors of an impending slowdown by the secretaries (there were about 250 on campus) 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. He explained the situation as he had found it: The current appraisal system had been set up when the university first opened 10 years earlier. A committee of secretaries had developed it. Under that system, Sweetwater’s administrators filled out forms. 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 interpretations of job standards, as well as in how conscientiously they filled out the forms and supervised their secretaries. Moreover, 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 smaller increases, and those given neither rating received only the standard across-the-board cost-of-living increase. 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 huff that first year. From that time on, most administrators simply rated all secretaries excellent in order to reduce staff turnover, thus ensuring each a maximum increase. In the process, 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 2 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 what “excellent” or “quality of work” meant. They recommended that the vice president rescind his earlier memo and 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 unfair, since it was quite possible that any particular administrator might have staffers who were all or virtually all excellent or conceivably, although less likely, all below standard. The experts said that the way to get all the administrators to take the appraisal process more seriously was to stop tying it to salary increases. In other words, they recommended that every administrator fill out a form for each secretary at least once a year and then use this form as the basis of a counseling session. Salary increases would have to be made on some basis other than the performance appraisal, so that administrators would no longer hesitate to fill out the rating forms honestly.

Rob thanked the two experts and went back to his office to ponder their recommendations. Some of the recommendations (such as substituting the new rating form for the old) seemed to make sense. Nevertheless, he still had serious doubts as to the efficacy of any graphic rating form, particularly compared with his original, preferred forced ranking approach. The experts’ second recommendation—to stop tying the appraisals to automatic salary increases—made sense but raised at least one very practical problem: If salary increases were not to be based on performance

	appraisals, on what were they to be based? He began wondering whether the experts' recommendations weren't simply based on ivory tower theorizing.		
Q 30 a	Do you think that the experts' recommendations will be sufficient to get most of the administrators to fill out the rating forms properly? Why or why not? What additional actions (if any) do you think will be necessary?	10	CO 1,2,3,4
Q 30 b	Do you think that Vice President Winchester would be better off dropping graphic rating forms, substituting instead one of the other techniques such as a ranking method? Why or why not?	10	CO 1,2,3,4
Q 30 c	What performance appraisal system would you develop for the secretaries if you were Rob Winchester? Defend your answer	10	CO 1,2,3,4

**SET B**

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		<b>Marks</b>	<b>CO</b>
Q 1	Relying only on headhunting organization for hiring may promote nepotism and groupism	1	CO 1
Q-2	Interview is a proper selection tool to measure Assertive communication skill.	1	CO 3
Q-3	Manpower Planning is concerned with assessing only the quantity of people required by the organization	1	CO 4
Q-4	Work Load analysis method of Manpower Planning involves estimating the number of people required based on total output	1	CO 2
Q-5	Salary is paid for quality and quantity of work done by the employees	1	CO 3
Q-6	Harvard Model of HR postulates aligning HR strategy to Human Capabilities	1	CO 1
Q-7	It's a good idea to outsource the induction/ orientation process to an organization that is a dedicated training provider	1	CO 4
Q-8	Bonus is paid to motivate the workers	1	CO 2
Q-9	Reliability of a selection tool implies that the tool is accurately measuring the skill that the tool is supposed to measure	1	CO 1
Q-10	Construct Validity of a selection tool implies measuring the skill of the candidate in reference to actual workplace behavior	1	CO 4
Q-11	Group discussion is a good selection tool to accurately measure the aptitude of the job	1	CO 3
Q-12	Social Media recruitment comes with a rider of recruiting based on non-verifiable information	1	CO 2
Q-13	Delphi Technique of Human Resource Planning is commonly used to estimate the required number of shop floor workers	1	CO 3
Q-14	Vestibule training involves demonstration of the behavior to be learned	1	CO 2
Q-15	A worker working for 48 hours in a week including 11 hours on the Tuesday is eligible to get overtime	1	CO 1
Q-16	Layoff is done to downsize the organization	1	CO 4
Q-17	Hard HRM involves aligning HR strategy to Organizational Strategy	1	CO 2
Q-18	360 degree performance appraisal is a good appraisal method to be applied on a computer programmer	1	CO 3

Q-19	Gain Sharing is workers share in profit of the company	1	CO 1
Q-20	Recruitment is about marketing the organization as a potential employer	1	CO 4
<b>SECTION B ( 20 Marks)</b>			
<b>Attempt any four</b>			
Q 21	Explain how a staffing strategy would change if a company faces short term, and less manpower requirement, as compared to long term and relatively more manpower requirement.	5	CO1/2
Q 22	What can be certain strategies in place that prevents a company from wrong hiring? What can be various reasons of wrong hiring?	5	CO1/3
Q 23	What are various types of training? What are the scenarios where each of the types may be utilized for effective training and development?	5	CO2/3
Q 24	What are the various mechanisms a company can put in place to boost up the morale of the performing employees, while making the non performing ones perform better?	5	CO3/4
Q 25	Many a times performance appraisals fail. What can the companies do to make performance appraisal system effective and free of biases	5	CO1/4
Q 26	Explain Ranking System, and factor comparison method of Job Evaluation. Compare the pros and cons of the two methods	5	CO2/3
<b>SECTION-C ( 30 marks)</b>			
<b>Attempt any two</b>			
Q 27	What are the various components of compensation? Differentiate between the fixed components and the variable components. Explain the relevance, purpose, and utility of each of the components. Discuss the impact of keeping fixed component more, as compared to keeping the variable component more in total employee compensation	15	CO 1/2/3
Q 28	The national economies of increasing number of countries in the world and fast integrating with the global economy. This has resulted in birth of many companies that are truly multinational in nature, as a result of which we see far reaching workforce diversity in terms of demography, culture, religion, ethnicity, and nationality. How do companies face diversity? How a diverse workforce is better?	15	CO 1/3/4
Q 29	What are ethical issues in HRM? How can effective management of HRM contribute to ethical functioning of the organization. Explain citing relevant examples.	15	CO 2/3/4
<b>SECTION-D ( 30 marks)</b>			
	<p style="text-align: center;"><b>Appraising the Secretaries at Sweetwater University</b></p> <p>Rob Winchester, newly appointed vice president for administrative affairs at Sweetwater State University, faced a tough problem shortly after his university career began. Three weeks after he came on board in September, Sweetwater's president, Rob's boss, told Rob that one of his first tasks was to improve the appraisal system used to evaluate secretarial and clerical performance at Sweetwater U. The main difficulty was that the performance appraisal was traditionally tied directly to salary increases given at the end of the year. Therefore, most 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 them to receive a maximum pay raise every year.</p> <p>But the current university budget simply did not include enough money to fund another "maximum" annual raise for every staffer. 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 had asked the new vice president to revise the</p>		

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