

Name:
Enrolment No:



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

Course: Human Resource Management
Programme: BBA (LM)
Time: 03 hrs.
Instructions:

Semester: VI
Code: HRES 3001
Max. Marks: 100

SECTION A
All sections are compulsory. (20 Marks)

S. No.		Marks	CO
Q 1	The process of setting major organization objectives and developing plans to achieve them is called: a. strategic planning. b. HR planning. c. job analysis. d. environmental scanning.	2	CO 1
Q 2	A job is: a. a group of related activities and duties. b. the different duties and responsibilities performed by one employee. c. a statement of the knowledge, skills, and abilities required to perform work. d. a statement of the tasks, duties and responsibilities associated with work.	2	CO 1
Q 3	A position is: a. a group of related activities and duties. b. the different duties and responsibilities performed by one employee. c. a statement of the knowledge, skills, and abilities required to perform work. d. a statement of the tasks, duties and responsibilities associated with work.	2	CO 1
Q 4	A job specification is: a. a group of related activities and duties. b. the different duties and responsibilities performed by one employee. c. a statement of the knowledge, skills, and abilities required to perform work. d. a statement of the tasks, duties and responsibilities associated with work.	2	CO 1
Q 5	To develop effective newspaper advertisements, employers should not: a. try to be too creative or flashy. b. overlook community newspapers or classified publications that target a specific market segment. c. encourage impulse applicants with weekend telephone numbers. d. highlight the major assets of the position.	2	CO 1
Q 6	The final decision to hire an applicant usually belongs to: a. the HR recruiter. b. the HR manager. c. line management. d. co-workers.	2	CO 1

Q 7	The type of information obtained from an applicant should be based on: a. job specifications. b. job design. c. manning tables. d. the HR manager's preferences.	2	CO 1
Q 8	Placing a priority on finding individuals that meet broader organizational requirements than job skills, including those who match the values or culture of the organization is called: a. advanced selection b. person-job fit c. person-organization fit d. person-value fit	2	CO 1
Q 9	In most organizations, selection is an ongoing process because: a. companies want to minimize their miss rate b. companies want to maximize their hit rate c. turnover inevitably occurs d. successful companies always grow larger	2	CO 1
Q 10	The Delphi technique works best in organizations where dynamic technological changes affect staffing levels. T/F	2	CO 1
SECTION B (30 Marks) Attempt any five			
Q 11	What implications do the anticipated changes in age of the workforce have for the management of human resources?	6	CO3
Q 12	Identify the four basic considerations for establishing performance standards?	6	CO3
Q 13	Recommend some guidelines to an employee seeking a mentor?	6	CO2
Q 14	What can managers do to improve the effectiveness of external recruitment?	6	CO2
Q 15	Compare and contrast the following four interview approaches: (1) nondirective interview, (2) structured interview, (3) situational interview, and (4) behavioral description interview.	6	CO1
Q 16	How can the developmental and administrative uses of performance appraisals conflict?	6	CO1
SECTION-C (20 marks) Attempt any two			
Q 17	Discuss how specific business strategies relate to human resource management?	10	CO 3
Q 18	Are their circumstances when managers might choose not to have job descriptions and /or job specifications?	10	CO 2
Q 19	What are the general steps in the selection process?	10	CO 1
SECTION-D (30 marks)			
Development Changes at Chevron			
	San Francisco—based Chevron Corporation had just revised its career development program when brutal economic realities forced downsizing and layoff of 8,000		

	<p>employees. Even the name of the previous program, “employee career development,” sounded inappropriate after the layoffs. The company knew it could not promise career development, because development implied that upward movement would be possible—and it would not be possible. Remaining employees were concerned about job security, and the company was operating in a slow-to-no-growth environment. To address the problem, the company changed to a “career enrichment” program designed to help employees find meaning in their current work. The process is designed to help employees enhance their effectiveness and satisfaction, develop new skills, and become better prepared to meet future needs of the company. Participation is voluntary, and there is no guarantee of higher salaries or promotions; but the program enables employees to take more responsibility for their own career development. The key components of the plan are as follows:</p> <p>Preparation: This phase includes self-assessment, an organizational assessment, and goal-setting sessions.</p> <p>Joint planning: The employee and the employee’s manager review assessment results and agree on an “enrichment plan” for the next year.</p> <p>Plan review: The plan is presented by the manager to a group of managers, who form a plan review committee. The committee gives the employee feedback on lateral moves, options, and opportunities that might be available.</p> <p>Implementation: The employee is responsible for implementing the plan, but managers are available for help if needed.</p> <p>End-of-cycle review: Results are reviewed, and the cycle for the next year is begun. There was once an understanding that if employees were loyal, they would be assured a job. That is not the case any longer. Employees must understand the business and its needs, as well as their own values and skills, in order to align their personal goals with the goals of the organization.</p>		
Q 20	What are the advantages and disadvantages of Chevron’s development system?	15	CO 1,2,3,4
Q 21	What modifications, if any, would you make in the plan? Why?	15	CO 1,2,3,4

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SECTION A

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S. No.		Marks	CO
Q 1	Management of the HR function in multinational companies is complicated enormously by the need to adapt HR policies and procedures to the differences among countries in which each subsidiary is based. T /F	2	CO 1
Q 2	Differences in culture explain why incentive plans in Japan tend to focus on the work group, while in the West, the focus is usually on individual worker incentives. T /F	2	CO 1
Q 3	Human resources management refers to: A) all managerial activities. B) concepts and techniques used in leading people at work. C) concepts and techniques for organizing work activities. D) management techniques for controlling people at work. E) the management of people in organizations.	2	CO 1
Q 4	The knowledge, education, training, skills, and expertise of a firm's workers is known as: A) physical capital. B) management's philosophy. C) production capital. D) human capital. E) cultural diversity.	2	CO 1
Q 5	A job is: a. a group of related activities and duties. b. the different duties and responsibilities performed by one employee. c. a statement of the knowledge, skills, and abilities required to perform work. d. a statement of the tasks, duties and responsibilities associated with work.	2	CO 1
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Q 8	You have been tasked with building employee engagement at the firm you work for. Strategic		

	human resources initiatives you would consider implementing include: A) employee recognition programs. B) employee recognition programs and management development programs. C) job design indicators. D) diversity programs. E) employee relations activity.	2	CO 1
Q 9	HR department staff members are traditionally involved in key operational responsibilities. Which of the following is an operational responsibility? A) setting goals and objectives B) interpreting human right laws C) collecting metrics D) analyzing metrics E) interpreting health and safety legislation	2	CO 1
Q 10	The practice of contracting with outside vendors to handle specified functions on a permanent basis is known as A) contract administration. B) payroll and benefits administration. C) hiring temporary employees. D) outsourcing. E) labour-management relations.	2	CO 1
SECTION B (30 Marks) Attempt any five			
Q 11	What implications do the anticipated changes in age of the workforce have for the management of human resources?	6	CO3
Q 12	Discuss how the impact of HRM on an organization is measured.	6	CO3
Q 13	You have been hired as the Director of Human Resources at a telecommunications company. Define organizational culture and climate and explain the importance of each to the company.	6	CO2
Q 14	What can managers do to improve the effectiveness of external recruitment?	6	CO2
Q 15	Describe key HRM issues related to demographic trends and workforce diversity.	6	CO1
Q 16	Discuss the changing nature of jobs. What factors are driving the change, and what are its implications for the future?	6	CO1
SECTION-C (20 marks) Attempt any two			
Q 17	What are the most common selection criteria that organizations use when making selection decisions?	10	CO 3
Q 18	What are the main issues faced by the managers while appraising performance of their subordinates?	10	CO 2
Q 19	Discuss the advantages and disadvantages of using the observation method versus the questionnaire method in collecting job analysis information.	10	CO 1
SECTION-D (30 marks)			

Development Changes at Chevron

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