

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES**

**End Semester Examination, May 2021**

**Course: Human Resource Management**

**Program: BBA- DM**

**Course code: HRES 3001**

**Semester: IV**

**Time: 03 Hours**

**Max. Marks: 100**

**SECTION A**

- 1. Each Question carry 5 marks**
- 2. Instruction : Select the most appropriate answer**

		<b>Marks</b>	<b>CO</b>
Q 1	Performance Appraisal can be defined as the systematic evaluation of individuals, with regard to their performance on the job and there Potential for development.	[5]	CO1

	(True/False)		
Q2	Fringe or employment benefits refers to all the plans that provide extra pay for extra performance in addition to regular wages for a job For selection the types of tests are Ability, Personality and Physical fitness. (True/False)	[5]	CO1
Q3	..... refers to the upward movement of an employee from one job to another higher one, with increase in salary, status, and responsibility. a) Promotion b)Separation c) Motivation d) Transfer	[5]	CO1
Q4	MBO stands for- a) Management by Objectives b) Man based Objectives c) Motivation-biasness- organisation d) Meals by Order	[5]	CO1
Q5	T&D stands for Training & Drilling. (True/False)	[5]	CO1
Q6	360-degree appraisal method involves three levels -employee, supervisor and subordinate. (True/False)	[5]	CO1
<b>SECTION B</b>			
<b>1. Each Question carry 10 marks</b> <b>2. Write short / brief notes</b>			
Q7	Enlist various types of transfers existing in the organisations.	[10]	CO2
Q8	What is the difference between Recruitment and Selection?	[10]	CO2
Q9	What is the difference between Job Evaluation and Performance Evaluation?	[10]	CO2
Q10	Two points of difference between: Job Description and Job Specification.	[10]	CO3
Q11	We only employ new people one at a time - how can we induct them? b) What levels of staff need induction?	[10]	CO3
<b>SECTION C</b>			
<b>1. Each Question carries 20 marks ( Answer Any One )</b> <b>2. Instruction : Write Long Answer</b>			
Q12	Martin & Dey was a progressive company in Kolkata. The top management had understood the importance of Performance Appraisals. The appraisals were widely used for determining Promotion, Pay hike, Postings etc. of it's over 1,700	[20]	CO4

employees including 156 managers. The importance also extended to the process of raising the performance appraisal reports themselves. Shri Janak Kumar, Head of the HR Department at the Corporate Office was always willing to listen to the smallest and what may appear to be the silliest point concerning performance appraisal reports. The current performance appraisal system was based on the proposals approved by the Management Board of the company at its meeting on 1 September 2005. It consisted of:

- a) Performance targets are to be set up during a joint meeting between the employee and the evaluator by 1 November every year for the following calendar year. Inputs required for achieving these targets are also to be identified during this meeting. Differences between the employee and the evaluator, if any, are to be recorded and the entire proceeding are recorded and signed by both the employee and the evaluator. Representative of the HR Department may be present during the target setting meeting and must sign the proceedings, if he is in attendance.
- b) Three 'targets achieved' review meetings are to be held before 15 April, 15 July, and 15 October of the year under review. The proceedings are to be recorded and signed by both the parties.
- c) The final year-end meeting is to be held by the 25 January of the following year. The performance during the entire year is to be reviewed during this meeting. This meeting has also to determine the training needs of the employee. Evaluator must brief the employee about his performance, characteristics, areas requiring improvement and the points where the employee has excelled. The report contains recommendations of the evaluator about career planning of the employee such as postings, promotion, pay hike etc. These are all management functions.
- d) This procedure was modified in 2004 and peers of the employee were authorized to write a report about the employee's performance, if they so desired. There was no compulsion, but peers had to hand over their reports latest by 20 January to the evaluator. The suggestion of the subordinate employee writing about the performance of their boss was hotly debated but turned down.
- e) The yearend report as described in point number 'c' above is to take into account the quarterly 'Targets Achieved' reports, appraisal of the peers and the conclusions of the evaluator, etc. it is to be sent to the evaluator's boss has to act as a Reviewing Officer and is authorized to change the performance appraisal awarded by the evaluator. Reviewing Officer must record his verdict in cases where differences were recorded while setting the targets/ identifying the inputs required.
- f) The performance appraisal report after the comments of the Reviewing Officer is to be sent to the Hr Department and is computerized as the Annual Performance Appraisal of the employees.

General Secretary of the Employee's Union raised the following two points and forwarded these to Shri Janak Kumar:

1. There is little use of the target setting and quarterly 'Targets Achieved' reports being signed by the employees, but the final annual performance

	<p>appraisal report, which is attached to the documents of the employee being not shown to the employee.</p> <p>2. The evaluator's boss acting as the Reviewing Officer comments upon cases of, 'lack of agreement' between the employee and the evaluator. The Reviewing Officer would normally side with the evaluator. A representative of the Employee's Union should be involved in such cases to protect the interests of the employee by bringing out employee's point of view.</p> <p><b>Questions:-</b></p> <p><b>Q1 What would be your response to the suggestion 1.</b></p> <p><b>Or</b></p> <p><b>Q2 What would be your response to the suggestion 2.</b></p>		
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