

Name:	
Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2025

Course: Human Resource Management

Programme: MBA (All Courses)

Time: 03 hrs.

Instructions:

1. All sections are compulsory.

2. This question paper contains 4 printed pages

Semester: II

Course Code: HRES7007

Max. Marks: 100

SECTION A

(2 x 10 = 20 Marks)

Choose the correct one option

S. No.		Marks	CO
Q-1	Strategic Human Resource Management means: a) Daily operations b) Employee satisfaction c) Aligning HR strategy with business strategy d) Labor laws compliance	2	CO1
Q-2	Which HRM practice is most critical for building competitive advantage? a) Job analysis b) Performance appraisal c) Talent management d) Record keeping	2	CO1
Q-3	Which method of job evaluation is most analytical? a) Ranking b) Classification c) Point factor d) Paired comparison	2	CO1
Q-4	The Delphi technique is used in HRM for: a) Training need analysis b) Conflict resolution c) Forecasting HR demand d) Talent Management	2	CO1
Q-5	Which aspect of a selection tool ensures that the tool is measuring what it is expected to measure: a) Reliability b) Validity c) Trustworthiness d) None of the above	2	CO1
Q-6	In the context of recruitment metrics, 'quality of hire' is best evaluated through: a) The number of applications received	2	CO1

	b) The average time to hire c) post-hire performance and retention data d) Salary benchmarks		
Q-7	Succession planning is a part of which broader HR activity? a) Compensation management b) HR forecasting c) Human Resource Planning d) Grievance handling	2	CO1
Q-8	“Recency bias” in performance appraisal refers to: a) Rating based on overall career performance b) Focusing only on recent events, ignoring earlier performance c) Comparing employees to each other d) Using historical company data for appraisal	2	CO1
Q-9	Which of the following is an off-the-job training method? a) Apprenticeship b) Mentoring c) Vestibule training d) Coaching	2	CO1
Q-10	Job specification outlines: a) Specific Tasks and responsibilities b) Salary and benefits c) Minimum qualifications, skills, and experience d) Precautions and safety issues in job	2	CO1
SECTION B (4 x 5 = 20 Marks)			
Q-11	Compare the ranking method and factor comparison method of job evaluation. In what situations are each of these methods used?	5	CO2
Q-12	Explain how a company would decide which of the employees need training and in what areas? What are the challenges the company faces in taking this decision?	5	CO2
Q-13	Explain the scenario(s) under which internal recruitment is preferred by an organization over external recruitment? What is the decision pointing the organization would consider before choosing the internal or external sources of recruitment?	5	CO2
Q-14	What is the relevance of Job Analysis function of HRM? How is job analysis done? What are the outcomes of job analysis?	5	CO2
SECTION-C (3 x 10=30)			
Q-15	You are the HR Head at Azure Palms Resort, a 4-star beachfront property with 150 rooms, two restaurants, a wellness center, and high foreign tourist footfall. Despite strong occupancy rates, the resort has seen a sharp decline in online reviews over the past three months, with multiple guests citing: <ul style="list-style-type: none"> Rude or inattentive behavior by restaurant staff Unhelpful front office responses to special requests Language barriers with international guests 	10	CO3

	<ul style="list-style-type: none"> Delays in room service and inconsistent housekeeping quality <p>The General Manager suspects of a poor staff attitude and lack of motivation, but department heads argue that the issue is due to excessive workload and recent attrition. As the HR Head of Azure Palms Resort, you have been tasked with leading a Training Need Assessment (TNA) to address declining guest satisfaction and service quality. How will you design and execute an evidence-based TNA plan that considers the operational realities, conflicting leadership perspectives, and budgetary constraints, while ensuring measurable service improvement?</p>		
Q-16	<p>Ramesh is the newly appointed HR Strategy Consultant for Swift Kart, a fast-growing, app-based grocery delivery startup operating in Tier-1 and Tier-2 cities. The company has recently expanded from 5 to 20 cities in under a year.</p> <p>Swift Kart is facing two major problems:</p> <ol style="list-style-type: none"> High attrition among delivery executives—who complain of low earnings, excessive workload, and lack of respect from customers. Low motivation among mid-level operations managers—who feel they work long hours, get no recognition, and have unclear career growth paths. <p>The founders want a sustainable incentive strategy that balances cost, culture, and long-term employee engagement. Ramesh is asked to recommend a financial and non-financial incentive strategy that works without inflating fixed costs too much.</p> <p>How would Ramesh design an incentive system that effectively boosts retention and motivation among both delivery staff and mid-level managers, balancing financial constraints and organizational culture?"</p>	10	CO3
Q-17	<p>Style Hive, a popular fashion retail chain with 100+ stores across India, is facing a rising challenge: over 40% of new frontline hires leave within 90 days. Store managers report that many new hires lack communication skills, product knowledge, and customer service orientation.</p> <p>The current selection process is minimal, involving a brief telephonic screening and walk-in interviews conducted by store supervisors, most of whom lack recruitment training. This approach was intended to be fast and cost-effective, especially during peak hiring seasons.</p> <p>The COO is concerned about poor service ratings and high attrition but is reluctant to increase hiring costs. A newly appointed HR Manager has been asked to revamp the hiring process without significantly increasing costs or causing delays in store staffing. What steps should the HR Manager take to improve the selection process and reduce attrition, while balancing speed, cost, and hiring quality?</p>	10	CO3
<p style="text-align: center;">SECTION-D Case Study</p>			
	<p>Orion Tech is a rapidly growing IT services company with a workforce of over 500 employees. The organization has built a reputation for its fast-paced culture and client-centric approach, particularly known for its ability to deliver projects quickly and</p>		

	<p>efficiently. However, as the company has scaled over the past few years, several internal processes, particularly in performance management, have begun to show signs of strain.</p> <p>The company's annual performance appraisal process, which is supposed to be a cornerstone for employee development and recognition, has become a point of contention across the organization. The system currently in place relies heavily on subjective evaluations by managers who are tasked with reviewing their team members based on their understanding of loosely defined role descriptions. Unfortunately, there are no clearly articulated Key Result Areas (KRAs) for most positions, and there is a distinct lack of consistent or well-understood behavioral expectations for employees across different departments. This ambiguity has led to several issues that are now coming to light.</p> <p>Employees at various levels have expressed frustration with the appraisal system, as many do not understand what exactly constitutes "good performance" within their role. In some teams, performance is evaluated based on output, while in others, the focus is placed on client feedback or internal collaboration. These inconsistent expectations have created a situation where employees who excel in one area may not be recognized for their contributions, as their efforts are not aligned with the subjective criteria of the person evaluating them. As a result, many high-performing employees feel that their efforts are overlooked or undervalued because there are no clear or standardized ways to measure success. Furthermore, employees who focus on supporting the team or engaging in cross-functional projects are often rated lower, as they are not seen as "standout" performers in a system that tends to prioritize individual achievements or specific outcomes.</p> <p>The lack of clear KRAs and behavioral standards has also led to wide disparities in appraisal outcomes, which appear to depend largely on the personal bias and recent experiences of individual managers. This inconsistency has left employees feeling disillusioned and uncertain about their future with the company, especially given that promotions, bonuses, and other forms of recognition are all tied to these subjective performance reviews. This has increased frustration among the workforce, particularly in mid-level roles, where attrition rates have spiked by 18% in the past year alone. When asked about the appraisal process, managers often admit that they struggle to evaluate employees effectively, largely due to the absence of a clear framework or consistent guidelines to support their decisions.</p> <p>Human Resources (HR) has been receiving numerous complaints from employees regarding perceived unfairness in the appraisal process, but the situation has yet to be addressed at a strategic level.</p>		
Q-18	<p>If tasked with revamping Orion Tech's performance appraisal system, how should the company go about defining and aligning clear KRAs and behavioral indicators for a variety of roles across departments without stifling flexibility or over-complicating the process? What strategies could be employed to balance the need for consistency with the company's fast-paced culture?</p>	15	CO3
Q-19	<p>Given the inconsistency in performance reviews and the rising employee dissatisfaction, how can HR improve manager accountability and ensure that</p>	15	CO3

	performance appraisals are both fair and meaningful? What tools, training, or frameworks would help to establish consistency across the organization and restore employee trust in the system?		
	*****End of the paper*****		