

Roll No: -----



## UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2018

<b>Program:</b>	<b>MBA II PM &amp; UISC</b>	<b>Semester –</b>	<b>II</b>
<b>Subject (Course):</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>Max. Marks</b>	<b>: 100</b>
<b>Course Code</b>	<b>: HRES 7007</b>	<b>Duration</b>	<b>: 3 Hrs</b>
<b>No. of page/s:</b>	<b>3</b>		

---

### SECTION – A

#### ALTERATION OF ANSWERS IS NOT ALLOWED

Answer the following multiple-choice questions.

10\*2 = 20 Marks

- \_\_\_\_\_ is an online system that helps employers attract, gather, screen, compile, and manage applicants.
  - Applicant tracking system
  - HRGPRS
  - GPS
  - all the above
- \_\_\_\_\_ is a teaching method that uses special collaboration software to enable multiple remote learners, using their PCs, to participate in live audio and visual discussions, communicate via written text, and learn via content such as Power Point Slides.
  - Lifelong learning
  - Executive learning
  - Virtual classroom
  - all the above
- \_\_\_\_\_ is a recommendation from a current employee regarding a job applicant.
  - Executive Search
  - Employee referral
  - Inducement
  - All the above
- Training Needs Assessment should consider all but:
  - The Person
  - Training Objectives
  - Key changes
  - Employee behaviours
- \_\_\_\_\_ is a printed form completed by job aspirants detailing their educational background, previous work history and certain personal data.
  - Application blank
  - Data Sheet
  - Pro forma Resume
  - All the above
- \_\_\_\_\_ is a written statement of what the job holder does, how it is done, under what conditions it is done and why it is done.
  - Job Specification
  - Job Design
  - Job Description
  - None of the above

7. \_\_\_\_\_ is a repository of HR data.
  - a. HRIS
  - b. HRSA
  - c. HRA
  - d. HRP
8. \_\_\_\_\_ method eliminates personal bias to the maximum extent.
  - a. BARS
  - b. Critical Incidents
  - c. Forced Choice
  - d. All the above
9. In \_\_\_\_\_ method collapsing salary grades into just a few wide levels each of which contains a relatively wide range of jobs and pay levels happens.
  - a. Point method
  - b. Classification
  - c. Banding
  - d. All the above
10. \_\_\_\_\_ is a systematic comparison done in order to determine the worth of one job relative to another.
  - a. Job evaluation
  - b. Job Description
  - c. Job Analysis
  - d. Job Specification

### **SECTION – B**

Answer any **four** of the following questions briefly. Each question carries 5 marks.  $4 \times 5 = 20$  Marks

11. What are the various recruiting practices majority of power companies adopt in private sector in India?
12. Amongst many roles HR managers performs, which role do you think most difficult to perform? Briefly explain with reasons.
13. How do you visualize HRM, from investment perspective or cost perspective?
14. “Disparities in Compensation Management System in Indian firms especially in Private and public sector is quite evident”, can you suggest any equitable compensation system to the Government as an HR manager in this regard?
15. What do you know about off the job training? Whether this method exists in Indian Power Sector? If so, how far?

### **SECTION – C**

Answer any **three** of the following questions comprehensively. **3\*10 = 30 Marks**

16. Describe HR’s role as a strategic partner in formulating and in execution of firm’s strategy.
17. “The Government needs to play an active role in matters relating to labour welfare” Comment. Submit your views both towards organized and un-organized sector.
18. As an HR manager, are you responsible to guide your employer with respect to various labour laws prevailing in the country? If so, give ten mandatory provisions as per law, which your employer has to adhere in the workplace especially in power sector?
19. What is your understanding of the case study Attock Refinery Limited?
20. “The effectiveness of HR department depends on its best practices, one such practice is establishment of sound HR audit mechanism”. How far HR audit ensures “HR departments effectiveness? Submit your views.

## **SECTION – D CASE STUDY**

Bharat Steel Company manufactures stainless steel rods, flats and bars for export. It has a steel melting shop in Nasik, which produces billets. These are out sourced to several special steel plants for rolling into rods and bars. These are then sent to the Pune plant of Bharat Steel Co. for annealing, pickling, straightening, grinding and dispatching.

The General Manager (Pune) and General Manager (Nasik) report to you, who are under the Vice President (Production) located in the corporate office in Mumbai. Both the Pune plant and the Nasik plant are individually doing quite well and the groups quarterly incentive has been paid on the basis of output + dispatch which is consistently high.

Now, a major consignment sent to Germany has been rejected for poor quality and this has cost the company Rs. 1 crore plus a loss of goodwill. The customer is not even prepared to buy your product as inferior quality steel and pay you less for it. Besides, you have to pay for its shipment back to India. This will also mean that the group incentive payable for that quarter will be low and this will cause a ripple effect in terms of frustration and de-motivation amongst the employees. You are very upset and have called both GMs separately for a close door meeting.

The GM (Nasik) blames the GM (Pune) for dispatching goods without proper inspection and the special steel plants, to which the work was sub-contracted, for rolling defects. The GM (Pune) blames the GM (Nasik) for defects at the steel melting stage and showing laboratory reports in support of his claim. Both GMs accuse each other (in absentia) of covering up for the incompetence of their respective units. The result is that the organizational interests are suffering and overall performance is being adversely affected.

You are not satisfied with what the GMs tell you, since you know that there is an element of truth in both versions. So you decide to discuss the matter with the Corporate HRM Manager who informs you that the caliber of staff in the Quality Control Cell is poor and since their organizational status is low, many a time line managers succeed in bulldozing their products pass the inspection stage. You then call both the GMs in for a joint meeting for a counseling session to promote the overall organizational interest.

### **QUESTIONS:**

1. What are the problems/issues involved in this case? 10 Marks
2. Whether the HR manager is responsible for workplace conflict? 5 Marks
3. How will you resolve the issues as a General Manager? 15 Marks