


SET A

Name: Enrolment No:			
UNIVERSITY OF PETROLEUM AND ENERGY STUDIES End Semester Examination, May 2019			
Course: Human Resource Management Programme: MBA (IB/PM) Time: 03 hrs. Instructions:		Semester: II Code: HRES 7007 Max. Marks: 100	
SECTION A All sections are compulsory. (20 Marks)			
S. No.		Marks	CO
Q 1	HR managers must be concerned with meshing HR planning and the: <ol style="list-style-type: none"> a. organization's strategic plan. b. organization's marketing position. c. organization's return on its human assets. d. competitive environment. 	2	CO 1
Q 2	Human Resources Planning (HRP) involves all of the following except: <ol style="list-style-type: none"> a. Anticipation of labor shortages and surpluses b. Providing more employment opportunities for women, minorities and the disabled c. Calculating the estimated cost of human capital for the fiscal year d. Mapping out employee training programs 	2	CO 1
Q 3	Internal analysis focuses on all the following except: <ol style="list-style-type: none"> a. culture b. competencies c. composition d. behavioral modeling. 	2	CO 1
Q 4	An examination of the strategies, environment, and resources of the organization to determine where training emphasis should be placed is referred to as: <ol style="list-style-type: none"> a. Task analysis b. Environmental Scanning c. Needs Assessment d. Organizational Analysis 	2	CO 1
Q 5	The desired outcomes of training programs are formally stated as: <ol style="list-style-type: none"> a. training goals. b. learning objectives. c. instructional objectives. d. learning goals. 	2	CO 1
Q 6	Making effectiveness in appraising subordinates a standard by which appraisers themselves will be evaluated: <ol style="list-style-type: none"> a. provides "buy-in" on the part of employees b. diminishes the conflict between the administrative and developmental purposes of appraisal c. encourages appraisers to take the program seriously d. adds contamination error to the appraisal process 	2	CO 1

Q 7	In selecting performance criteria, it is essential that consideration be given to all of the following except: a. strategic relevance. b. reliability. c. assessment. d. freedom from criterion contamination.	2	CO 1
Q 8	Job analysis is called the cornerstone of HRM because: a. the information obtained is proactive. b. it is the first job given to new HRM employees. c. the information it collects serves so many HRM functions. d. it is required by law.	2	CO 1
Q 9	In ____, employees are paid according to the number of units they produce. a. hourly work b. piecework c. commission d. production work	2	CO 1
Q 10	Among the jobs covered most frequently by job evaluation is: a. salespeople b. technical groups c. managerial d. top-executive	2	CO 1

SECTION B (20 Marks)

Attempt any four

Q 11	What is the difference between a corporate strategy and a competitive strategy? Give one example of each.	5	CO1
Q 12	Discuss the statement: "In many ways, all managers are and must be HR managers."	5	CO1
Q 13	Construct a plan for a post-appraisal interview with an employee who has performed poorly.	5	CO2
Q 14	You are training someone to use a word-processing computer software program. What training methods would you use?	5	CO2
Q 15	Suppose you are a supervisor. What errors might you make when preparing a performance appraisal on a clerical employee?	5	CO3
Q 16	What are the five main things you would do to recruit and retain a more diverse workforce?	5	CO3

SECTION-C (30 marks)

Attempt any two

Q 17	Why is it important to conduct pre-employment background investigations? How would you do so?	15	CO 2
Q 18	How would you explain the fact that structured interviews, regardless of content, are generally more valid than unstructured interviews for predicting job performance?	15	CO 3
Q 19	What are some of the key competencies needed by Human Resource Managers to become full business partners?	15	CO 3

SECTION-D (30 marks)

	Appraising the Secretaries at Sweetwater University 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,		
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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.

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 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

	<p>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.</p> <p>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.</p>		
Q 20	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 21	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 22	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

Name:	
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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2019

Course: Human Resource Management

Semester: II

Programme: MBA (IB/PM)

Code: HRES 7007

Time: 03 hrs.

Max. Marks: 100

Instructions:

SECTION A

All sections are compulsory. (20 Marks)

S. No.		Marks	CO
Q 1	Which of the following is not among the most distinctive and renewable resources of a company? a. employee skill. b. employee motivation. c. employee knowledge. d. employee abilities.	2	CO 1
Q 2	HRM plays an important role in organizations by balancing the sometimes competing demands of: a. competitive challenges and international challenges. b. international challenges and employee concerns. c. employee concerns and HRM challenges. d. competitive challenges and employee concerns.	2	CO 1
Q 3	HR issues underlying globalization include all of the following except: a. identifying expatriate managers. b. designing training programs to enhance understanding of foreign cultures and work practices. c. adjusting compensation plans to ensure equitable treatment across global regions. d. identifying potential centers of global operations.	2	CO 1
Q 4	Knowledge workers require skills in all of the following areas except: a. computer programming. b. planning. c. decision-making. d. problem solving.	2	CO 1
Q 5	An HRIS extends information technology beyond storing and retrieving information to: a. overseeing production planning. b. providing current and accurate data for purposes of control and decision making. c. providing managers easy access to personnel records. d. serving as an intranet communication system.	2	CO 1
Q 6	Which of the following is not a primary impact that technology has had on HRM? a. It has altered the methods of collecting employment information. b. It has speeded up the processing of employment data. c. It has diminished the role of supervisors in managing employees.	2	CO 1

	d. It has improved the processes of internal and external communications.		
Q 7	The operational impact of information technology on HRM includes all of the following except: a. administering benefits programs. b. improving productivity internal to the HR function. c. providing a direct connection to recruitment sources such as Monster.com. d. automating routine tasks.	2	CO 1
Q 8	In highly competitive environments, managing organizational change has become: a. a proactive method of downsizing. b. the preferred method of reacting to a decrease in organizational performance. c. a core competency of the organization. d. a product of globalization.	2	CO 1
Q 9	Organizational changes are said to be ____ when external forces have already affected an organization's performance. a. proactive b. intentional c. reactive d. negative	2	CO 1
Q 10	Which of the following is not a primary reason why change efforts fail? a. The company does not establish a sense of urgency. b. The company relies upon a powerful coalition to guide the change effort. c. The company lacks a vision. d. The company does not remove obstacles to the new vision.	2	CO 1
SECTION B (20 Marks) Attempt any four			
Q 11	What is the difference between a Functional strategy and a competitive strategy? Give one example of each.	5	CO1
Q 12	Money spent on training programs is not an expenditure but an investment. Discuss	5	CO1
Q 13	Construct a plan for a post-appraisal interview with an employee who has performed poorly.	5	CO2
Q 14	You are training newly hired sales trainees of a pharmaceutical company, What training methods would you use?	5	CO2
Q 15	Suppose you are a supervisor. What errors might you make when preparing a performance appraisal on a machine operator?	5	CO3
Q 16	What factors would you consider while designing exit interview schedule for an outgoing employee?	5	CO3
SECTION-C (30 marks) Attempt any two			
Q 17	Explain how you would conduct a job analysis in a company that had never had job descriptions.	15	CO 2
Q 18	Discuss how you would train someone to write job descriptions and job specifications for a small bank.	15	CO 3
Q 19	Design and describe a recruiting process for filling openings for a sales representative's job for a pharmaceutical manufacturer.	15	CO 3
SECTION-D (30 marks)			

Appraising the Secretaries at Sweetwater University

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.

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