

Roll No: -----



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
SCHOOL OF BUSINESS**

Final Examination- May 2019

Semester – VI

Max. Marks : 100

Duration : 3 Hrs

Programme: BBA Aviation Operations

Course Name: Human Resource Management

Course Code: BBCH103

No. of printed page/s: 6

Section – A

Attempt all Questions

All questions carry 1 marks each.

Total = 20 marks

Q1. The following is (are) concerned with developing a pool of candidates in line with the human resources plan a) Development b) Training c) Recruitment d) All of the above	CO1
Q2. In an organisation initiating career planning, the career path model would essentially form the basis for a) Placement b) Transfer c) Rotation d) All of the above	CO1
Q3. Performance development plan is set for the employee by his/ her _____ a) Employer b) Department Head c) Immediate boss d) Any of the above	CO1
Q4. The _____ programme for finding the worth of a job. a) Job evaluation b) Training & Development c) Recruitment d) All of the above	CO2
Q5. The three important components in aligning business strategy with HR practice:	CO2

<ul style="list-style-type: none"> a) Business Strategy, Human Resource Practices, Organisational Capabilities b) Marketing Strategy, Human Resource Practices, Organisational Capabilities c) Business Strategy, Human Resource Practices, Organisational structure d) Marketing Strategy, Human Resource Practices, Organisational structure 	
<p>Q6. The following factor would be relatively low if supply of labour is higher than demand.</p> <ul style="list-style-type: none"> a) production b) labour cost c) wage d) all of the above 	CO1
<p>Q7-The following is (are) the option(s) while planning for surplus</p> <ul style="list-style-type: none"> a) Reassign the jobs b) Redesign the jobs c) Reduce work hours d) All of the above 	CO1
<p>Q8. _____ can be defined as a written record of the duties, responsibilities and conditions of job.</p> <ul style="list-style-type: none"> a) Job description b) Job specification c) Job profile d) None of the above 	CO1
<p>Q9 The meaning of the acronym HRM is __</p> <ul style="list-style-type: none"> (a) Human Relations Management (b) Humanistic Resource Management (c) Human Resource Management (d) Human Resourceful Management 	CO1
<p>Q10. The term used before the language of modern HRM was _____</p> <ul style="list-style-type: none"> (a) Labour Relations (b) Personnel Management (c) Industrial Management (d) All of the above 	CO1
<p>Q11. Which of the following is not a function normally performed by HR department?</p> <ul style="list-style-type: none"> (a) Accounting (b) Recruitment and Selection (c) Pay and Reward (d) Employee Relations 	CO3
<p>Q12. HRM is_____</p> <ul style="list-style-type: none"> (a) employee oriented (b) employer oriented 	CO2

(c) legally oriented (d) none of the above	
Q13. scope of the HRM includes ___ (a) retirement and separation of employees (b) HR training and development (c) industrial relations (d) all of the above	CO3
Q14. HRM is _____ (a) a staff function (b) a line function (c) a staff function, line function and accounting function (d) a\l of the above	CO2
Q15.State if True or false a) Lay off are permanent separation b) The human Resource planning is done based on organization plan	CO1
Q16 Tom wants to collect information about the job of CEO of a small scale Manufacturing set up. She chooses Questionnaire as her technique. As a Human Resource student you must give her the inputs reading the applicability of this method	CO5
Q17 . What Training, how is it different from Development	CO1
Q18. Define Wages.	CO1
Q19. What are some of the monetary and non- monetary incentives.	CO1
Q20 Define recruitment? Mention the sources of recruitment.	CO1

Section – B

Attempt any four Questions
All questions carry 5 marks each.
Total = 20 marks

Q1 What are five main things you would do to recruit a diverse workforce	CO3
Q2. Describe and illustrate how you would go about identifying training requirements.	CO2
Q3. In a company with only 25 employees, is there less need of job descriptions? Why or Why not	CO5
Q4. What is performance appraisal? Who all can appraise the performance of an employee	CO2
Q5. What are the advantages of recruitment from with in ? Would you prefer to work in an	CO1

organization that recruits only this way? Why – give reasons to support your answer.	
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Section – C
Attempt all Questions
All questions carry 15 marks each.
Total = 30 marks

Q1. What is promotion? What are the advantages and disadvantages of promotion from within and outside?	CO1
Q2. What is Strategic management process. Outline the steps. Explain what a strategy – oriented human resource management system is and why it is important.	CO2

Section D
Attempt all questions at the end of the case
All questions carries 10 marks each
Total =30

CASE STUDY

Rajeev was recently selected by a MNC to head their Marketing function. This MNC has their units in multi locations in India and in some other parts of the world. Rajeev has a track record of good performance in his past jobs and about 15 years experience as SBU head with exposure to Marketing, Operations, Corporate Planning and HR. He is an engineer from IIT and MBA from IIM with marketing as major and systems as minor specialisation. He is in his mid forties and very dynamic and pro-active with consistent track of achievement. For any organization, Rajeev is a prized possession. This MNC has to pay a whopping sum of three months pay to a head hunter to whisk away Rajeev from his past organization. Rajeev has got 50% more than his past salary in the MNC with other competitive perquisites befitting with the status. During the first quarter itself Rajeev has showed outstanding performance, achieving 50% more than the budgeted target.

To reposition them in the world market, this MNC, which is a world leader in FMCG products, decided to restructure their business. Their consultant suggested to relocate the corporate headquarter from New Delhi to Hong Kong. New Delhi office would be converted to a country office to overview the India operation. The Board decided to relocate Rajeev in Hong Kong.

Hong Kong by Indian standards is much more costly and accommodation itself cost almost 50% of one's salary. The company decided all the key employees (like Rajeev) at Hong Kong Headquarter would be given a bachelor type single room accommodation and other support staff would

be put up in dormitories. All will receive a substantial relocation allowance per month to compensate the increased cost of living at Hong Kong and would receive 15 days leave along with return air fare to their place of residence. Only two Directors of the company would be given family type accommodation, considering their age and long association with the organization. The company is all set to shift and identified the personnel (along with Rajeev) for relocation to Hong Kong. A meeting was called to discuss this issue with all those set to relocate at Hong Kong. The Chairman of the company asked for the personnel details to HR Chief, who from well maintained HRIS given the information in the format below:

S. No	Designation/ Level	No. of Years with the Company	Age Group	Marital Status
1	Director operation	20	55	Married with two children above 15 years
2	Director-Marketing (Rajeev Saxena)	1	44	Divorced with one child below 5 years and mother as dependent
3	Director-HR	15	52	Bachelor
4	Director-Finance	16	51	Divorced and free from any encumbrances
5	Director-Systems	5	47	Married with no issue
6	Support Executives (Total-20) Male-15 Female-5	5-10 years	25-40	and three are married with no issue. Ten male bachelor and one divorced, rest four are married with one issue each.

With the personnel data, Chairman foresees no problem, per se, in relocating to Hong Kong, excepting for support staff as some of them may ask for separation. As per the standing norms, if employees ask for separation themselves, they get only their normal entitlements, while in

the reverse case, the company pays to such employees in addition a lump sum of Rs. 5 lakh each for support executives and staff members and Rs.8 lakhs to senior executives up to the level of Directors. The Chairman also believes attrition of directors would not threaten the company from any competency gap, as such requirements can be met from local (Hong Kong) hiring on contractual terms. In Hong Kong labour laws are much more relaxed and employment is contractual. The Chairman convened the meeting and announced the names of those who are required to relocate to Hong Kong within a month. For such decision, it is not the practice of the company to reach to any consensus. If any one dissents, he or she is free to leave. Within next 10 days the company received following documents in connection with the relocation:

- I. Consent from all the Directors, excepting Rajeev.
- II. A letter of resignation from Rajeev with a claim of compensation of Rs. 10 lakh, alleging this decision is in contravention with his terms of employment.
- III. A court order for 5 support executives stalling their relocation to Hong Kong.
- IV. Letters of resignation, requesting for VRS benefits from 15 support executives.

Questions

1. What went wrong in this plan?	CO5
2. What could have be done to make this plan successful?	CO4
3. Assuming you are the Chairman of the company, how will you now manage the situation	CO4, CO5, CO3

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Section – A

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<p>Q1 The development and application of employees' skills and energies to accomplish the goals and objectives of the organization is called:</p> <p>a) Human resource management b) Human resource planning c) Selection d) Recruiting</p>	CO1
<p>Q2. The final process of a job analysis is the preparation of two statements, namely,</p> <p>a) job observation and job description b) job observation and job description c) job specification and job observation d) job description and job specification e) none of the above</p>	CO2
<p>Q3. The main advantages of using 'on-the-job' learning are:</p> <p>a) It is flexible and adaptable to individual needs b) It is job specific and immediately relevant c) It is the most effective method d) It can be haphazard and accidental</p>	CO1
<p>Q4. Training need analysis takes place during which phase of the training process?</p> <p>a) deciding what to teach b) deciding how to maximize participant learning c) choosing appropriate instructional methods d) determining whether training programmes are effective</p>	CO2

<p>Q.5 Increasing the number and variety of tasks assigned to a job is called:</p> <ul style="list-style-type: none"> a) job rotation. b) job enlargement. c) job enrichment. d) A & C. 	CO1
<p>Q 6. A formal, systematic appraisal of the qualitative and quantitative aspects of an employee's performance is called:</p> <ul style="list-style-type: none"> a) performance evaluation. b) performance appraisal. c) performance analysis. d) orientation. 	CO1
<p>Q7.The first step in the human resource planning process is:</p> <ul style="list-style-type: none"> a) Preparing a job analysis b) Forecasting future human resource needs c) Assesing future demand d) Assesing future supply 	CO1
<p>Q8 The 360-degree performance feedback involves the evaluation of employees by</p> <ul style="list-style-type: none"> a) HR managers b) Employees c) Supervisor d) All who are in direct contact with the supervisor 	CO3
<p>Q9.Training Needs Analysis is important because it</p> <ul style="list-style-type: none"> a) Enables managers to work out the cost of training b) Provides a profile of an individual's training needs c) Determines who should receive training first d) Identifies the training objectives 	CO3
<p>Q10. The term used before the language of modern HRM was _____</p> <ul style="list-style-type: none"> (a) Labour Relations (b) Personnel Management (c) Industrial Management (d) All of the above 	CO1
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Q16 Tom wants to collect information about the job of CEO of a small scale Manufacturing set up. She chooses Questionnaire as her technique. As a Human Resource student you must give her the inputs reading the applicability of this method	CO4
Q17 . What Training, how is it different from Development	CO2
Q18. Define Wages.	CO1
Q19. What are some of the monetary and non- monetary incentives.	CO2
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Section – B

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Q1 What are five main things you would do to recruit a diverse workforce	CO3
Q2. Describe and illustrate how you would go about identifying training requirements.	CO4
Q3. In a company with only 25 employees, is there less need of job descriptions? Why or Why not	CO5,CO4

Q4. What is performance appraisal? Who all can appraise the performance of an employee ?	C04
Q5. What are the advantages of recruitment from within? Would you prefer to work in an organization that recruits only this way? Why – give reasons to support your answer.	CO3, CO4, CO5

Section – C

Attempt all Questions

All questions carry 15 marks each.

Total = 30 marks

Q1. What is promotion? What are the advantages and disadvantages of promotion from within and outside?	CO1, CO2
Q2. What is Strategic management process. Outline the steps. Explain what a strategy – oriented human resource management system is and why it is important.	CO4

Section D

Attempt all questions at the end of the case

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Total =30

Mukesh Ambani-controlled Reliance Industries (RIL) has kicked off an exercise to implement a few contemporary human resource practices of its joint venture partner BP Plc, as it prepares to nurture diverse talent to face the challenges of future. A team led by oil giant BP's vice-president (HR) David Oxley is currently in Mumbai to review RIL's HR systems. BP executives and RIL's HR team are, in fact, working together to introduce large-scale digitisation and technology deployment for various people processes.

"Reliance is looking at an upgrade of its people processes and practices to prepare it for the next wave(s) of growth. It believes that our aspirations will need differentiated calibre of leadership and domain depth in all our businesses. David Oxley, a VP of HR at BP, is spending time with us along with a set of other HR practitioners of BP to help us review and strengthen our HR

systems," Prabir Jha, head of Human Resources, RIL, said in an email response.

India's largest private sector company, which is fast expanding its global operations, is looking to mould talent who can take up responsibilities anywhere in the world had conceived a programme called Reliance Accelerated Leadership Programme (RALP) in 2010 to groom a new breed of future leaders.

The new exercise will also seek to look at talent differently in its fast-growing retail and telecom businesses. These sectors require new-age employees who are keen to work in companies which offer work-life balance. RIL has been hiring talent from premier management institutes, guys who enjoy their work and leisure in equal measure. "We need to proactively reorient our practices for the new-age employees and remain the preferred talent destination," Jha said. RIL has moved over to a five-day week for all its companies from April 1 as part of its efforts to reorient its practices to the changing employee demographics. "This is part of a business transformation process," RIL chairman Mukesh Ambani had said in an internal note to employees in March this year.

As part of the business transformation initiative, senior managers have been given powers to speed up the decision-making process, which involves transfer of power to control expenses which was earlier in the hands of a higher authority.

Reliance consistently reviews its set of delegated authority at different levels to help improve the speed of decision making and balance authority with accountability. This constant re-articulation has defined our ability to take expeditious decisions to enable customer delight," Jha added. The revamp of HR systems signals a radical shift in its approach towards people as it focuses more on consumer-centric business.

"If RIL were to compete with global multinationals, they need to learn from what other companies are doing and bring in best practices. If the company successfully marries its intrinsic

strengths such as scale and flawless execution with global HR practices, it will be a great combination going forward," said K Sudarshan, managing partner (Asia), EMI International, a global search firm.

RIL had different strategies at varied points of time to manage its challenges revolving around human resources. In the first 10 years after 1991, when it was hungry for growth, it hired many public sector managers to set up huge refining capacities. It was RIL veteran VV Bhatt who shaped RIL's HR policies then. Bhatt bought several executives from public sector oil companies such as ONGC, IPCL and Indian Oil.

In 2012, when RIL grappled with slowdown in key businesses and prepared to expand its bouquets to include new areas such as telecom and media and push forward in retail, it launched a Reliance Accelerated Leadership Programme, (RALP), a programme conceived and conceptualized for developing a new reservoir of executives for top leadership roles within the organization.

Source : Economic times , May 08, 2014

Q1. What are the challenges of the future (as referred in the case) can a Training and development plan buffer against for a company like Reliance	CO3,C04, C05
Q2. What can be some of the development methods incorporated n RALP . How will the organization measure the effectiveness of RALP?	C05, C04,C03