

Name:
Enrolment No:



UNIVERSITY WITH A PURPOSE

UNIVERSITY OF PETROLEUM & ENERGY STUDIES

End Semester Examination (Online) – July, 2020

Program: BBA Core (MKTM) & AM
Subject/Course: HRM
Course Code: HRES 3001

Semester: IV
Max. Marks: 100
Duration: 3 Hours

IMPORTANT INSTRUCTIONS

1. The student must write his/her name and enrolment no. in the space designated above.
2. The questions have to be answered in this MS Word document.
3. After attempting the questions in this document, the student has to upload this MS Word document on Blackboard.

		Marks	COs
Q.1	a) Is it feasible to link business strategy with the management of people in organizations? b) 'It is worthwhile planning even if you have no strategy.' For what reasons might you agree or disagree with this statement?	20	CO3
Q.2	a) Selection is a two-way process. The potential employer and the potential employee both make selection decisions. Comment (10 Marks) b) 'It is unethical and bad for business to make candidates undergo a selection assessment centre without providing detailed feedback and support.' Discuss. (10 Marks)	20	CO 3
Q.3	a) Our examination of the selection interview assumes that the candidate is seeking to become an employee. How would the interview be different if the candidate was being interviewed with a view to becoming a freelance consultant doing work for the organization rather than being an employee in it? (10 Marks) b) 'What right does he have to ask me questions about my motivation and objectives? I come here to do a job of work and then go home. What I want to do with my life is my business.' How would you react to that comment by someone who had just emerged from an appraisal interview? (10 Marks)	20	CO3
Q.4	Siemens is a 150-year-old German company, but it is not the company it was even a few years ago. Until recently, Siemens focused on producing electrical products. Today the firm has diversified into software, engineering, and services. It is also global, with more than 400,000 employees working in 190 countries. In other words, Siemens became a world leader by pursuing a corporate strategy that emphasized diversifying	20	CO4

	<p>into high-tech products and services, and doing so on a global basis. With a corporate strategy like that, human resource management plays a big role at Siemens. Sophisticated engineering and services require more focus on employee selection, training, and compensation than in the average firm, and globalization requires delivering these services globally. Siemens sums up the basic themes of its HR strategy in several points. These include:</p> <ol style="list-style-type: none"> 1. A living company is a learning company. The high-tech nature of Siemens' business means that employees must be able to learn on a continuing basis. Siemens uses its system of combined classroom and hands-on apprenticeship training around the world to help facilitate this. It also offers employees extensive continuing education and management development. 2. Global teamwork is the key to developing and using all the potential of the firm's human resources. Because it is so important for employees throughout Siemens to feel free to work together and interact, employees have to understand the whole Siemens process not just bits and pieces. To support this, Siemens provides extensive training and development. It also ensures that all employees feel they are part of a strong, unifying corporate identity. For example, HR uses cross-border, cross-cultural experiences as prerequisites for career advances. 3. A climate of mutual respect is the basis of all relationships within the company and with society. Siemens contends that the wealth of nationalities, cultures, languages, and outlooks represented by its employees is one of its most valuable assets. It therefore engages in numerous HR activities aimed at building openness, transparency, and fairness, and supporting diversity. <p>a. Based on the information given in this case, provide examples for Siemens of at least four strategically required organizational outcomes, and four required workforce competencies and behaviors. (5 Marks)</p> <p>b. Identify at least four strategically relevant HR policies and activities that Siemens has instituted in order to help human resource management contribute to achieving Siemens' strategic goals. (5 Marks)</p> <p>c. Provide a brief illustrative outline of a strategy map for Siemens. (10 Marks)</p>		
Q.5	<p>You and your three partners are engineers who minored in business at college and have decided to start a consulting business. Your goal is to provide manufacturing process engineering and other engineering services to large and small organizations. You forecast that there will be an increased use of outsourcing for these activities. You discussed with managers in several large organizations the services you plan to offer, and they expressed considerable interest. You have secured funding to start your business and now are building the HRM system. Your human resource planning suggests that you need to hire between five and eight experienced engineers with good communication skills, two clerical/secretarial workers, and two MBAs who between them have financial, accounting, and human resource skills. You are striving to develop your human resources in a way that will enable your new business to prosper.</p> <ol style="list-style-type: none"> 1. Describe the steps you will take to recruit and select (a) the engineers, (b) the clerical/secretarial workers and (c) the MBAs. 2. Describe the training and development the engineers, the clerical/secretarial workers, and the MBAs will receive. 	20	CO4

	3. Describe how you will appraise the performance of each group of employees and how you will provide feedback. 4. Describe the pay level and pay structure of your consulting firm. (5 marks each)		
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ANSWERS