

Name:

Enrolment No:



**UNIVERSITY OF PETROLEUM & ENERGY STUDIES**

**End Semester Examination (Online) – June, 2021**

**Program: BBA (OG)**  
**Subject/Course: Human Resource Management**  
**Course Code: HRES 3001**

**Semester: II**  
**Max. Marks: 100**  
**Duration: 3 Hours**

<b>SECTION A</b>		
<b>Q.No</b>	<b>Each question of 5 marks</b> <b>Instruction: Fill in the blanks</b>	<b>COs</b>
1-	Some organizations opt for HR outsourcing because _____	CO3
2-	The acronym BARS stands for _____	CO1
3-	One difference between transfer and solution is _____	CO2
4-	Training needs analysis involves analysis of _____, _____ and _____	CO1
5-	A major difference between social security and social assistance is _____	CO2
6-	Two qualitative methods of HR demand forecasting are _____ and _____ and two quantitative methods of HR demand forecasting are _____ and _____	CO1
<b>SECTION B</b>		
	<b>Each question of 10 marks</b> <b>Instruction: Write short answers</b>	
7-	How is recruitment different from selection? Draw a flow diagram to show a standard selection process.	CO2
8-	How is on-the-job training different from off-the-job training? Which one do you think is better and why?	CO4
9-	Think of a position in a company of your choice and prepare a sample performance appraisal form for it. Discuss the method used and the merits and demerits of the method	CO3
10-	Briefly explain two internal and three external factors which affect the compensation in a company.	CO2
11-	What is 360 degree appraisal? Do you think forced distribution method of performance appraisal a good idea? Why or why not? <b>OR</b>	CO4

	<p>Personnel Management of yesteryears is now known as Human Resource Management. How do you think Human Resource Management is different from Personnel Management?</p>	
	<p style="text-align: center;"><b>SECTION C</b></p> <p><b>This question is of 20 marks</b>  <b>Instruction: Read the caselet and answer the question which follows</b></p>	CO4
12-	<p>One of the first things Sandy Caldwell wanted to do in his new position at Hathaway Manufacturing was improve productivity through teamwork at every level of the firm. As the new human resource manager for the suburban plant, Sandy set out to change the culture to accommodate the team-based approach he had become so enthusiastic about in his most recent position.</p> <p>Sandy started by installing the concept of team management at the highest level, to oversee the operations of the entire plant. The new management team consisted of manufacturing, distribution, planning, technical, and human resource plant managers. Together they developed a new vision for the 500-employee facility, which they expressed in the simple phrase "Excellence Together." They drafted a new mission statement for the firm that focused on becoming customer driven and team based, and that called upon employees to raise their level of commitment and begin acting as "owners" of the firm.</p> <p>The next step was to convey the team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea of a "workforce of owners" begin to take shape. Teams trained together, developed production plans together, and embraced the technique of 360-degree feedback, in which an employee's performance evaluation is obtained from supervisors, subordinates, peers, and internal or external customers. Performance and morale improved, and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in place.</p> <p>Sandy decided to change one more thing. Hathaway's long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina, Sandy sent a memo to all employees announcing the change to team-based pay for performance.</p> <p>The reaction was immediate and 100% negative. None of the employees was happy with the change, and among their complaints, two stood out. First, because the 360-degree feedback system made everyone responsible in part for someone else's performance evaluation, no one was comfortable with the idea that pay raises might also somehow be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put the firm's commitment to team effort in doubt. Simply put, employees felt left out of the decision process.</p> <p>Sandy and Regina arranged a meeting for early the next morning. Sitting in her office</p>	

over their coffee, they began a painful debate. Should the new policy be rescinded as quickly as it was adopted, or should it be allowed to stand?

**Questions**

1. Does the pay-for-performance plan as suggested in the case above seem like a good idea?

Why or why not?

2. What advice would you give Regina and Sandy as they consider their decision?