Name: Enrolment No:	

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2023

Course: Human Resource Management   Semester: II
Program: MBA_All   Time : 03 hrs.
Course Code: HRES 7007   Max. Marks: 100

Instructions:

SECTION A
10Qx2M=20Marks

S. No.		Marks	CO
Q 1	Recruitment is a ………………………. a) Neutral Process b) Positive Process c) Negative process d) None of these	**[2]**	**CO1**
Q2	A Job Evaluation helps to arrive at : a. Skills b. Responsibilities c. Accountabilities d. Job Worth	**[2]**	**CO1**
Q3	"Manpower planning is used to ascertain excess and shortfall of manpower in the organization" a. True b. False	**[2]**	**CO1**
Q4	Which is an Internal Source for recruitment? a. Walk Ins b. Campus Drives c. Succession plans d. Executive Recruiters	**[2]**	**CO1**
Q5	Selection process tests the Cultural fit of the candidate through: a. Person Department Fit b. Person Qualification Fi c. Person Job Fit	**[2]**	**CO1**

	d. Organization Person Fit		
Q6	…………………………………..is used to evaluate the performance of a person in a Job. a. Job Analysis b. Job Evaluation c. Performance Management d. Performance Appraisal	**[2]**	**CO1**
Q7	What does T stand for in SMART Goals? a. Tough b. Tight c. Timely d. Time bound	**[2]**	**CO1**
Q8	Medical Insurance in Compensation is a part of: a. Salary b. Benefits c. Incentives d. Bonus	**[2]**	**CO1**
Q9	Market Survey for Jobs is done to ensure: a. Internal Equity b. External Competiveness c. Employee Satisfaction d. None of the Above	**[2]**	**CO1**
Q10	…………………. is a written document which contains all the pertinent information required for the job a. Job Description b. Job Specification c. Job Analysis d. None of the above	**[2]**	**CO1**
SECTION B 4Qx5M= 20 Marks			
Q11	What is strategic HRM? How can HR become a strategic function?	**[5]**	**CO2**
Q12	What do you understand by performance appraisal? elaborate	**[5]**	**CO2**
Q13	What are the various methods used for Demand Forecasting in HR Planning?	**[5]**	**CO2**
Q14	What do you understand by SMART Goals ? Explain with an example	**[5]**	**CO2**

SECTION-C 3Qx10M=30 Marks			
Q15	"HR Planning is to ascertain the demand and supply of manpower in the organization" Elaborate the statement.	[10]	CO3
Q16	"Digital HR is revolutionizing of the HR process landscape with SMACI (Social, Mobile, Analytics, Cloud and Internet of Things)." Explain in detail.	[10]	CO3
Q17	What are the four steps of Training? Explain in details the concept of Training Effectiveness Evaluation.	[10]	CO3
SECTION-D 2Qx15M= 30 Marks			
Q18	Performance appraisals have been around almost as long as business itself. But smart executives are beginning to realize that this dated process is actually hindering employees performance, even as it attempts to evaluate it. In March 2012, Donna Morris, then senior vice president of human resources at Adobe Systems, had just arrived in India to spend time at the company's offices there when she agreed to an interview with a reporter from India's Economic Times. During the interview, Morris was asked what she could do to disrupt HR. Sleep-deprived from the long flight, Morris answered back quickly, "We plan to abolish the annual performance review format." Although she had already been pondering this idea Morris had yet to discuss anything with Adobe's CEO. However, the reporter ran with the quote, and the next day Morris's comments were public record on the front page in an article headlined "Adobe Systems Set to Scrap Annual Appraisals, to Rely on Regular Feedback to Reward Staff." In an effort to get ahead of the story, Morris engaged the communications team, and within a few days of her return to the U.S. she published an article on the company intranet calling on everyone to engage in an assessment of Adobe's current methods for evaluating performance. Before Morris's fateful trip to India, Adobe's annual review was pretty standard. Once a year, managers would collect examples of past performance, conduct 360-degree evaluations for each employee, and draw up a report on each employee's performance for the year. Then the manager would assign an overall rating to each employee from four categories: high performer, strong performer, solid performer or low performer. These ratings followed what is often called a "stack ranking" system: Employee ratings had to fit into a forced ranking distribution. "High performer," for example, could be assigned to no more than 15% of a manager's team. Doing these rankings properly was in many ways a costly process. Adobe estimated that a total of 80,000 hours of its managers' time was required each year to conduct all of the reviews, the equivalent of nearly forty full-time employees working year-round. In addition, Adobe saw a spike in voluntary attrition every year in the months following the	15	CO3

review, which could only be attributed to disappointed employees deciding to leave after receiving ratings below their expectations.

Reasons such as these added fuel to the fire of discussion that Morris called for in her intranet article. Stating her thesis, Morris wrote that, "ultimately, we need to accomplish three things: review contributions, reward accomplishments, and give and receive feedback. Do they need to be conflated into a cumbersome process? I don't think so. It's time to think radically differently. If we did away with our 'annual review,' what would you like to see in its place? What would it look like to inspire, motivate, and value contributions more effectively?" As Morris began interacting with employees and collecting feedback, one thing became clear: the annual performance review was getting a failing grade.

By the fall of 2012, Adobe had totally redesigned its performance management system to eliminate the yearly performance review.

Q1. What are the drawbacks of using forced distribution method for performance appraisal?

| Q19 | Imagine yourself as a HR manager of a company in IT sector. Would you like to abolish performance appraisal in your organization? Why or why not? | **15** | **CO3** |