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UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2018

Program: MBA Gen

Subject (Course): Human Resource Management

Course Code : HRES 7007

No. of page/s: 3

Semester – II

Max. Marks : 100

Duration : 3 Hrs

Note: Mention Roll No at right top corner in the question paper.

Section A: Attempt all questions. Each carries 2 mark. (2X10=20)

Mention ‘T’ for ‘True’ and ‘F’ for ‘False’

1. Goal and objectives are the same thing
2. ‘Staffing Tables’ is a method of forecasting internal labour supply.
3. Fringe or employment benefits, also known as benefits in kind.
4. T&D stands for Training & Drilling.
5. Organizations policy relates to pre-determined established guidelines towards the attainment of accepted goals and objectives.

Fill in the blanks.

6.refers to all the plans that provide extra pay for extra performance in addition to regular wages for a job For selection the types of tests are Ability, Personality and Physical fitness.
7. Organizations..... relates to pre-determined established guidelines towards the attainment of accepted goals and objectives.
8. refers to the upward movement of an employee from one job to another higher one, with increase in salary, status, and responsibility.
9. is a situation when the service agreement of an employee with his/her organization comes to an end, and the employee leaves the organization.
10. implies the real organizational situation in the training session trainees are given specific situation of varying, complexities which they encounter in real life.

SECTION B: Attempt four questions. Each question carries 5 marks (5X4=20)

- Q1. Enlist various types of transfers existing in the organisations.
- Q 2. What is the difference between Recruitment and Selection?
- Q 3. What is the difference between Job Evaluation and Performance Evaluation.
- Q 4. Two points of difference between: Job Description and Job Specification.

SECTION C: Attempt any three questions. Each question carries 10 marks (10X3=30)

Q1. We only employ new people one at a time - how can we induct them?

b) What levels of staff need induction?

Q2. Surprisingly, having done MBA from one of the Top Management Institute Mr. Ravi Singh is not clear about the types of interviews, which are based on Interaction Pattern. You have just joined Ram Gee Impex Pvt Ltd and Mr. Ravi Singh (Sr. Manager) requests you to brief him on types of Interaction Pattern based interviews. He claims that even if you explain each of these to him in point form he will understand. So, please do it for his benefit?

Q3. You are the Director, H.R of a logistics company that is MNC in its Operation. The board of directors has asked you to put up to them draft 'Job Description' for a 'Ware house Manager'. Make assumptions and put up the Job Description.

SECTION D: Read the case below and answer the questions that follow: (15X2=30)

Martin & Dey was a progressive company in Kolkata. The top management had understood the importance of Performance Appraisals. The appraisals were widely used for determining Promotion, Pay hike, Postings etc. of it's over 1,700 employees including 156 managers. The importance also extended to the process of raising the performance appraisal reports themselves. Shri Janak Kumar, Head of the HR Department at the Corporate Office was always willing to listen to the smallest and what may appear to be the silliest point concerning performance appraisal reports. The current performance appraisal system was based on the proposals approved by the Management Board of the company at its meeting on 1 September 2005. It consisted of:

- a) Performance targets are to be set up during a joint meeting between the employee and the evaluator by 1 November every year for the following calendar year. Inputs required for achieving these targets are also to be identified during this meeting. Differences between the employee and the evaluator, if any, are to be recorded and the entire proceeding are recorded and signed by both the employee and the evaluator. Representative of the HR Department may be present during the target setting meeting and must sign the proceedings, if he is in attendance.
- b) Three 'targets achieved' review meetings are to be held before 15 April, 15 July, and 15 October of the year under review. The proceedings are to be recorded and signed by both the parties.
- c) The final year-end meeting is to be held by the 25 January of the following year. The performance during the entire year is to be reviewed during this meeting. This meeting has also to determine the training needs of the employee. Evaluator must brief the employee about his performance, characteristics, areas requiring improvement and the points where the employee has excelled. The report contains recommendations of the evaluator about career planning of the employee such as postings, promotion, pay hike etc. These are all management functions.
- d) This procedure was modified in 2004 and peers of the employee were authorized to write a report about the employee's performance, if they so desired. There was no compulsion, but peers had to hand over their reports latest by 20 January to the evaluator. The suggestion

of the subordinate employee writing about the performance of their boss was hotly debated but turned down.

- e) The yearend report as described in point number 'c' above is to take into account the quarterly 'Targets Achieved' reports, appraisal of the peers and the conclusions of the evaluator, etc. it is to be sent to the evaluator's boss has to act as a Reviewing Officer and is authorized to change the performance appraisal awarded by the evaluator. Reviewing Officer must record his verdict in cases where differences were recorded while setting the targets/ identifying the inputs required.
- f) The performance appraisal report after the comments of the Reviewing Officer is to be sent to the Hr Department and is computerized as the Annual Performance Appraisal of the employees.

General Secretary of the Employee's Union raised the following two points and forwarded these to Shri Janak Kumar:

- 1. There is little use of the target setting and quarterly 'Targets Achieved' reports being signed by the employees, but the final annual performance appraisal report, which is attached to the documents of the employee being not shown to the employee.
- 2. The evaluator's boss acting as the Reviewing Officer comments upon cases of, 'lack of agreement' between the employee and the evaluator. The Reviewing Officer would normally side with the evaluator. A representative of the Employee's Union should be involved in such cases to protect the interests of the employee by bringing out employee's point of view.

Questions:-

Q1 What would be your response to the suggestion 1.

Q2 What would be your response to the suggestion 2.