UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2020

Course: HUMAN RESOURCE MANAGEMENT **Semester: VI**
Programme: BBA – LM **Course Code:HRES3001**
Time: 03 hrs. **Max. Marks: 100**
Instructions:
1. All sections are compulsory.
2. This question paper contains 3 pages

SECTION A
(6 x 5 = 30 Marks)
Fill in the Blanks. One word Answer

S. No.		Marks	CO
Q-1	_____ technique is used for Manpower Planning for strategic top level positions.	5	CO1
Q-2	_____ of a selection test ensures that candidates get same levels of score each time they take the test	5	CO3
Q-3	The process of finding the monetary value of a job by comparing it with other jobs is called_____.	5	CO2
Q-4	Training method that combines class room lecture with practical demonstration of machinery / equipment used is _____	5	CO1
Q-5	_____method of performance appraisal collects performance appraisal data from multiple sources.	5	CO4
Q-6	Finding candidates from within is _____ source of recruitment	5	CO2

SECTION B (10 x 5 = 50 Marks)
Attempt All 5 Questions

Q-7	In today's fast changing business environment, how relevant is the practice of having a dedicated HR Department. Some experts argue that HR department has become obsolete, and when everyone can manage his/her job well, the HR Dept must not exist, or all the HR functions can be outsourced to a third party. Discuss.	10	CO1
Q-8	Training and development should ideally lead to increased performance of trainees. But sometimes it is observed that training leads to enhancement in skills level, but soon people forget what was being learned during training, and find it irrelevant. Suggest methods have sustained return on investments from training.	10	CO3

Q-9	Performance appraisal may end up being "Personality Appraisal" or appraisal of behavior that was not a reflection of actual job performance of an employee. What factors should appraisers keep in mind while appraising the performance of employees to ensure that real and not apparent achievers are rewarded.	**10**	**CO4**
Q-10	What can be several reasons or causes of a wrong selection? Explain in detail what several measures a company may take in order to ensure that even one person who has not been selected is not better than any candidate who has been selected.	**10**	**CO2**
Q-11	Explain in detail the Markov Chain Method of Manpower Planning citing relevant examples **OR** In recent times ONLINE RERUITMENT methods, including recruitment through social media has gained importance. Discuss in detail The Pros and Cons of such online/ social media recruitment	**10**	**CO4**
**SECTION- C** **(20 Marks)**		
Q-12	**Case Study – Salary Inequality.** Amrit Electrical is a family owned company of approximately 250 employees. Mr. Rajesh Khaitan recently took over as president of the company. A short time after joining the company, he, began to following a discussion with the HR director that the pay of the salaried employees was very much a matter of individual bargaining. Factory workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 75 employees ranging in pay from that of the president to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front time factory superviors and one was the HR director. The other fourteen were non-management. This examination also showed that the HR director was underpaid and that the five female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female supervisors. When questioned, the HR director said that she thought that the female supervisors were paid at a lower rate mainly because they were women and because they supervised less skilled employees than did the male supervisors. However, Mr. Khaitan was not convinced that this was true. He decided to hire a compensation consultant to help him. Together they decided that all 75 salaried jobs should be in the same job evaluation cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR director were correct and usable in the study, the job evaluation also showed that the HR director and the five female supervisors were being underpaid in comparison with the male employees. Mr. Khaitan was not sure, what to do. If he gave these four female employees an	**5 x 4**	**CO1** **CO2** **CO3** **CO4**

immediate salary increase which may large enough to bring them upto where they should be, he was afraid the male supervisors could be upset and the female supervisors might comprehend the situation and demand arrears of pay. The Hr director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Khaitan believed that he had three choices relative to the female supervisors: (i) To gradually increase their salaries (ii) to increase their salaries immediately (iii) to do nothing.

Questions:

1. What would you do if you were Mr. Khaitan?
2. Do you think inequalities in salary levels at the company is justified? Give reasons in support of your belief.
3. How do you think the company got into a situation like this in the first place?
4. What measures do you suggest to the company so that such problems never re-occur in the future

*************************End of the paper*********************