



UNIVERSITY OF PETROLEUM & ENERGY STUDIES
Dehradun

End-Semester Examination – April, 2018

Name of the Program...BBA (LM)

Course Code: HRES 3001

Course Title: Human Resource Management

Semester : VI

Duration : 3 Hours

Max Marks : 100

This Question Paper has THREE pages

Section A

Q-1 Briefly describe the following (in not more than 50 words)

(2x10=) 20

- a) Yield Ratio
- b) Social security
- c) Job Specification
- d) Programmed Instructions
- e) Downsizing
- f) Assessment center
- g) 360 degree appraisal
- h) Compensable factors
- i) Vestibule training
- j) Worker's participation in management

Section B

Attempt Any Five questions.

(5x4=)20

Q2- Write briefly about the origin and development of the concept of human resource management.

Q3- 'Wages, like the price of other commodities, is usually determined by several factors.' Briefly explain various external factors affecting the compensation plan of an organization.

Q4- Which of the training methods is better: on-the- job training or off-the-job- training? Defend your answer.

Q5- Differentiate between a) Job Analysis and Performance Appraisal b) Training and Development

Q6- Briefly describe any four methods of termination of employment.

Q7- What is supplementary compensation? Why is it provided by the organization?

Q8- Briefly explain the process and importance of conducting training need analysis before designing a training program.

Section –C

Attempt any TWO of the following:

(15x2=30)

Q9- With the help of a flow diagram explain the training process generally followed by the companies. What are the different methods of evaluating the effectiveness of a training program?

Q10- You have been appointed as the HR Director of Alpha Industries Ltd., a fast growing industrial empire. It proposes to select some managerial trainees. What procedure will you follow for the recruitment and selection of these personnel? Describe every step in brief.

Q11- What do you understand by the term ‘performance appraisal’? Briefly describe any four methods of performance appraisal along with their merit and demerit. Also explain any two errors which may be made by an appraiser.

SECTION- D

Study the case given and answer the questions that follow:

(10x3=) 30

First Bank is a large, federally chartered bank located in a rapidly growing area in the southwestern United States. Over the past several years, First Bank experienced a significant expansion in size and operations, and a rapid influx of new employees at all organizational levels. As it expanded and matured, the bank began to recognize its pressing need for talented, knowledgeable managers. Much talent had been hired from outside the bank over the past several years, but top management had become convinced that the long-run health of the bank depended on being able to develop managerial talent internally.

Linda Bishop had recently been hired to develop and install a new human resource planning (HRP) system at first Bank. She had previous experience both in banking and in workforce planning. So she seemed like a logical choice for the job. On the basis of her prior experience, Linda knew that many banking functions cross divisional lines and requires managers with broad exposure to important areas within the bank. Further, she knew that division heads operate with a high degree of autonomy and that

divisional and corporate objectives are not always directly aligned. Therefore, Linda knew that there was a need to assess bank-wide, long-run workforce needs.

When Linda arrived at her new job, her boss had informed her that the focus of the HRP systems was to be on management development and succession planning. To emphasize that focus, she was given the title of Director of Management Development and Workforce Planning. The position had corporate-wide staff authority over all presently existing activities that related to management development and workforce planning. Today, Linda is thinking about a briefing that she is to give the executive officers of the bank next week. They have asked her to provide them with a statement of the objectives of the new HRP system as she sees it, an outline of the potential benefits that might accrue to the bank, and a list of suggested steps in the implementation of the HRP system.

Questions

If you were Linda Bishop, what would you be prepared to say to the executive officers in terms of:

Q1- What will be the major objectives of HRP?

Q2- What potential benefits do you see in HRP? How will the Bank be affected if it does not go for HR planning?

Q3- Laying out step by step process for HRP at the bank.

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