UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, May 2019

Course: Human Resource Management　　　　　　　　**Semester: IV**
Program: BBA (Oil & Gas)　　　　　　　　　　　　　**Time: 03 Hours**
Course code: HRES 3001　　　　　　　　　　　　　 **Max. Marks: 100**
Instructions:
Attempt All 10 questions in **Section A** (each carrying 2 marks); Any **Four Questions** from **Section B** (each carrying 5 marks); Any **3 Questions Section C** (each carrying 10 marks); **Section D** is Compulsory (carrying 30 marks)

SECTION A - Multiple Choice (Attempt All)

		Marks	CO
Q 1	In terms of Line and Staff Authority which one is true : a. HR only has line authority b. HR only has staff authority c. HR has implied Line Authority only d. HR has both line and staff authority	**[2]**	**CO1**
Q2	A Job Description should have : a. Skills required b. Responsibilities c. Accountabilities d. All above	**[2]**	**CO2**
Q3	Skill Inventories are used for : a. Finding right skills persons for open positions b. Projecting organization skills outside c. Outsource these skills to market d. None of the above	**[2]**	**CO1**
Q4	Which is not true of Internet based Recruitment? a. It is costly b. Results in system overload c. Increases efficiency d. Helps automate various steps	**[2]**	**CO3**
Q5	Which is an objective of Selection process? a. Person Department Fit	**[2]**	**CO3**

	b. Person Qualification Fit c. Person Job Fit d. Organization Job Fit		
Q6	What are the four Steps of Training? a. Need Identification, Learning, Delivery, Testing b. Nomination, Booking Room, Faculty Booking, Delivery c. Need Identification, Instruction Design, Program Implementation, Evaluation d. Training, Faculty Booking, Cost Evaluation, Closure	**[2]**	**CO4**
Q7	What does M stand for in SMART Goals? a. Monetary b. Masterly c. Measurable d. Motivating	**[2]**	**CO4**
Q8	Which of these is an indirect Component of Compensation? a. Commissions b. Vacations c. Bonuses d. Wages and Salaries	**[2]**	**CO2**
Q9	Succession Planning is done for : a. All positions in the Company b. Positions in HR department only c. Critical Positions only d. CXO positions only	**[2]**	**CO3**
Q10	Competency Mapping integrates with : a. Recruitment only b. Training Only c. Compensation planning Only d. All of the Above	**[2]**	**CO3**
SECTION B – Short Answers (Attempt Any Four)			
Q11	What is the purpose of Employee Orientation and Socialization? Explain with an example	**[5]**	**CO3**
Q12	How do you evaluate effectiveness of Training?	**[5]**	**CO1**
Q13	Explain in Brief the Theory of Equity Used in Compensation Management	**[5]**	**CO2**
Q14	What do you understand by SMART Goals? Explain with an Example	**[5]**	**CO4**
Q15	Write a Short Notes on Any Two of the following : a. Competency Mapping b. Succession Planning	**[5]**	**CO3**

	c. HR Outsourcing		
**SECTION-C – Long Answers (Any Three)**		
Q16	What do you understand by HR Planning Model? Explain in details it's various components	**[10]**	**CO1**
Q17	What the various methods for doing Performance Appraisals? Explain any three in detail with examples	**[10]**	**CO3**
Q18	What are the various Steps followed in Training? Explain in detail each of the steps	**[10]**	**CO2**
Q19	What are the Internal and External Factors affecting Wage Mix? Explain each in detail	**[10]**	**CO4**
Q20	What is Strategic HRM? How do you develop and HR Score Card?	**[10]**	**CO1**
**SECTION-D – Case Study (Attempt All)**		
	Ramesh Parihaar is CEO of Tech Soft and he is taking an HR Team Review with Surinder Khanna the HR Head of Tech Soft. Ramesh remarks " I am absolutely not happy with the way HR is functioning in our Company" . When was the last report which you gave me Surinder on overall HR team performance? We spend so much on Training and I am not clear what value we are getting out of the same." Ramesh carries on and says "The pay revision cycle is delayed again as the appraisals have not beencompleted in time. Can I know why Surinder? What about the employer branding efforts, I told you that we need to recruit the best talent only form IIMs and IITs to fill our open positions and even that is also not happening? I need talented people to take TechSoft to the next level do you understand?" There is a brief silence and Surinder replies"Sir our team is working on all these issues and would come back with a plan in a week to address the concerns mentioned by you." Ramesh shouts at the top of his voice "I want results Mr. Surinder and not just plans. I am not clear what value, you and your team members are adding. Should I outsource the entire HR function? This is not done,you need to pull up your socks Surinder or else I will have to look for some other alternatives." Tense after the meeting Surinder decides to take stock of things with his team members and plans to meet Ramesh in a couple of days.		
Q21	Based on the Case prepare an Agenda for meeting between Ramesh and his team members.	**[10]**	**CO3**
Q22	Highlight the Key issues in two categories – 1. Obvious 2. Hidden or Subtle	**[10]**	**CO4**
Q23	Prepare an action plan on behalf of Suresh which he should present to Ramesh after two days	**[10]**	**CO3**

Name:	
Enrolment No:	

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	SECTION A - Multiple Choice		
		Marks	**CO**
Q 1	HR function has staff authority because: e. It drives Sales f. It advices on people issues g. It coordinates h. It selects people	**[2]**	**CO1**
Q2	Which of these is a challenge for HR today? a. Globalization b. Demographics Changes c. Technology Disruption d. All of the above	**[2]**	**CO2**
Q3	Which of the following does not directly impact the supply of workforce? e. Employment Rates f. Policies of Government g. On Job performance of existing employees h. Education of workforce	**[2]**	**CO1**
Q4	Which is the most effective way of recruitment as per research? e. College Hiring f. Internet Hiring g. Referrals h. Walk Ins	**[2]**	**CO3**
Q5	Which is the most effective method in selecting the right candidate? e. Background Checks f. Work Samples g. Interviewing	**[2]**	**CO3**

	h. Personality Tests		

Q6	Which of the following is true for Performance
	
	   a. Performance Management and Appraisal are one and same
	   b. Performance Appraisals are part of Performance Management
	   c. There is no relation between Appraisals and Performance Management
	   d. None of the Above
		[2]	**CO4**

Q7	Which are the two dimensions used for Training Need Identification?
	
	   e. Skills, Performance
	   f. Performance, Pay
	   g. Performance, Task
	   h. Task, Skills
		[2]	**CO4**

Q8	Pay for Performance means :
	
	   a. Pay only those who perform well
	   b. Link Performance with pay
	   c. Link Rewards with Pay
	   d. Link Pay Increases and Rewards with Performance
		[2]	**CO2**

Q9	Which is the following is not part of Internal Mobility
	
	   a. Transfers
	   b. Promotions
	   c. Successor Identification
	   d. Lateral Hiring
		[2]	**CO3**

Q10	What is true about Competency and Training?
	
	   a. Training has nothing to do with competencies
	   b. Training has little impact in building Competencies
	   c. Competency Gap help in Instruction Design
	   d. Competency Gaps help in identifying Training needs
		[2]	**CO3**

SECTION B – Short Answers (Attempt Any four)			
Q11	What are the two basic objectives of Selection Process? Explain with an Example	**[5]**	**CO3**
Q12	Explain briefly any three methods of Training Delivery.	**[5]**	**CO1**
Q13	"Companies are increasingly adopting a Pay for Performance principle" - Explain	**[5]**	**CO2**
Q14	Differentiate between Performance Management and Performance Appraisals.	**[5]**	**CO4**

Q15	Write a Short Notes on Any Two of the following :
	   d. HR Outsourcing
	   e. Social Security in India
	   f. Internal Mobility
		[5]	**CO3**

SECTION-C – Long Answers (Attempt Any Three)			

Q16	What do understand by Job Evaluation? Explain in detail the four techniques used for Job Evaluation with examples	**[10]**	**CO1**
Q17	What are the common pitfalls or errors in Performance Appraisals? Explain each in details with examples and counter measures to minimize these issues.	**[10]**	**CO3**
Q18	How do measure Training Effectiveness? Explain the ROI approach as applied to Training with an Example	**[10]**	**CO2**
Q19	What are the various types of Selection Methods used in Organizations? Explain any three in detail.	**[10]**	**CO4**
Q20	What are the key trends affecting HR and as result what are the expectations from modern age HR Managers? Explain in detail with examples	**[10]**	**CO1**
SECTION-D – Case Study – (Attempt All)			
	Read the following Caselet Carefully and then Answer the Questions which follow : Ramesh Parihaar is CEO of Tech Soft and he is taking an HR Team Review with Surinder Khanna the HR Head of Tech Soft. Ramesh remarks " I am absolutely not happy with the way HR is functioning in our Company" . When was the last report which you gave me Surinder on overall HR team performance? We spend so much on Training and I am not clear what value we are getting out of the same." Ramesh carries on and says "The pay revision cycle is delayed again as the appraisals have not beencompleted in time. Can I know why Surinder? What about the employer branding efforts, I told you that we need to recruit the best talent only form IIMs and IITs to fill our open positions and even that is also not happening? I need talented people to take TechSoft to the next level do you understand?" There is a brief silence and Surinder replies"Sir our team is working on all these issues and would come back with a plan in a week to address the concerns mentioned by you ." Ramesh shouts at the top of his voice "I want results Mr. Surinder and not just plans. I am not clear what value you and your team members are adding. Should I outsource the entire HR function ? This is not done you need to pull up your socks Surinder or else I will have to look for some alternatives." Tense after the meeting Surinder decides to take stock of things with his team members and plans to meet Ramesh in a couple of days.		
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