



UNIVERSITY OF PETROLEUM & ENERGY STUDIES

Dehradun

End-Semester Examination—May 2017

Name of the Program: MBA (ET and BA)

Course Code: MBCH 732

Course Title: Human Resource Management

Semester : II

Duration : 3 Hours

Max Marks : 100

This Question Paper has six (6) pages

Instructions

1. Mention Roll No at right top corner in the question paper
2. No student will leave the room for one hour from the time of commencement of examination
3. Please do not put your name anywhere in your answer sheet.

Section A

(Marks 20)

In this section all question are compulsory.

Q 1. Define the following: (Marks 9)

- a) Vestibule Training
- b) Exit interview
- c) Living wage

Q 2. Indicate whether the following statements are True (T) or False (F): (Marks 6)

- a) Job specification is a statement of minimum acceptable human qualities necessary to perform a job properly
- b) The first step in starting a training schedule for employees is to make the syllabus.
- c) Fringe benefits are given to employees for their extraordinary efforts.
- d) Performance evaluation and feedback are the same things.
- e) Grievance procedure is a channel of downward communication.
- f) Management inventories are records of vendors available in a particular geographical area.

Q 3. Fill in the blanks: (Marks 5)

- a) wage falls within Minimum wage and Living wage
- b) Recruitment selection
- c) Types of review interviews are: 1. Tell and Sell. 2..... and 3. Problem solving
- d) Types of promotion are: 1. Vericle, 2. Horizontal and 3.....
- e) Jo rotation is part of the training

Section B

(Marks 20)

Answer any four questions. Each question carries 5 marks

- Q 4.** Assume you are an Assistant Manager of company named 'Business Grad'. Would you want to be evaluated by traits or behavior or results? Why
- Q 5.** What are some of the considerations involved in using individual versus group incentives?
- Q 6.** In what ways recruitment and selection are different? Do give examples too.
- Q 7.** What are indications of indiscipline in an organization?
- Q 8.** In your opinion, is it more effective to 'Buy or to 'Make' competent employees? Or do you have some other suggestion? Briefly explain

Section C

(Marks 30)

Attempt any three questions. Each question carries 10 marks

- Q 9.** As a frontline manager what indicators would you need in order to decide whether a low performing subordinate was a selection mistake or merely needs training? Outline an evaluation procedure for a training program designed to teach sales principles and strategies.
- Q10.** It is said that grievances not handled at the lowest level result into major inconvenience and problems. In view of this, what methods would use to discover grievances in your organization? Also discuss the grievance procedure you would like to offer and why?
- Q 11.** Draw diagrams of the following:
- a) Learning curve
 - b) Markos analysis
 - c) 'Balance method' of wage distribution
 - d) Employees Assistance Program (EAP)
- Q 12.** What are the types of interviews? What are advantages and disadvantages of different types of personal interviews for a job of a manager? Also, prepare an evaluation sheet for 100 marks for five candidates who have been short listed for the job of a manager. Assume the names of five candidates.

Section –D

(Marks 30)

Study the case below and answer the three questions given within

Interview Gone wrong

AVM Industries is a reputed company, located at greater Noida, engaged in manufacture of Electronic good. This particular company came into being in 2011, and has been steadily making progress in the arena. However, despite best efforts, in some fields it remains in not so satisfactory a stage. It is my firm belief that there is no one better equipped than you, who has done so well in MBA, to analyze one particular areas of concern in that company, and that area of concern is 'Selection process', with particular reference to Interviewing candidates for different jobs.

Scene 1

Yesterday you happen to listen to one conversation, which took place between Mr. Ronnie Dais (popularly known as RD) and one Mr. Deepak Kumar (DK for short). You had gone to the corporate office of AVM Industries to tie up the details of your ensuing visit to that company next week. Incidentally, RD is the Vice President of the company and is son of the owner of the company. The conversation, which you heard, went something like this.

Gist of Conversation

RD, *"DK, you know I was called by the CEO last week, and he has asked me to pick up the most suitable person to conduct interviews for the appointment of Assistant Manager Marketing for the company. I am more than convinced that you are the most suitable person to conduct the interview."*

DK, with the look of bewilderment reacted, *"Why me Sir? I have nothing to do with the interviews. I am Scientist Class A Research and Development, and have no knowledge of Marketing related aspects."*

RD, *"Look DK, conduct of interviews is the simplest procedure, it requires no expertise, it requires nothing special. Just call them one by one and ask some questions and that is it. We all generally know what is marketing (He looked at me for approval and I just smiled, which he misconstrued to be an agreement with him). By the way DK, there would be 10 candidates. I do not know why figure 10."*

DK continue to protest, “*Sir, I feel we are making a major mistake in conducting these interviews in such a lackadaisical manner. I think our company’s repute will suffer a major dent. May I request you to reconsider your decision. Why can’t this be done by Director Marketing?*”

RD tried to convince DK, “*do you know when I joined the organization in 2011 as an Assistant Manager I conducted interviews of personal secretaries and I selected the best and they are doing so well. I just went by simple yardstick that they must be very well mannered and be smartly dressed. See, how all those secretaries are performing! Before starting the interviews, just collect photographs of all the candidates, otherwise you may interview Nisha thinking she is Neha (He there after laughed at his own joke). While going out, collect the advertisement, which was published in the newspaper about this job. DK, I have nominated you because you speak the best English and are the smartest employee of our company. I think other than me, you are the only one who dresses immaculately. After all, our company’s reputation is at stake. We have to be most well dressed and best mannered.*”

DK having lost the verbal battle, “*Since you are insisting, tell me Sir, who will assist me, what type of interview should I conducted and where do I conduct the interviews?*”

RD’s response was, “*you ask too many questions, but let me answer one by one for you. Firstly, who will assist you, well no one, because you are a very intelligent person and have lot of experience in the company. In fact, you have joined the company much before I joined; you know what we are looking for in marketing guys. He must know what is market etc, etc.....etc and whatever else you can think of. However, if you still insist, then pick up any one from your department, I would have given you someone from Marketing Department, but they are busy in some seminar. Secondly, with regard to type of interview, conduct any type, it can be general, specific or checking intelligence type interviews. You must check their English. After all they have to speak to different companies. Thirdly, regarding your query about venue for interview, you can have it in any room which is vacant. Why waste your and their time in Group Discussions and some test etc. by the way DK, please see to it that they are medically fit, I like fit people. In fact, see how fit I am! Kindly don’t select any lady, because we already have too many of them. You may start the interviews as soon as you are ready. It seems some idiot has called them already and they all are waiting for last two hours.*”

DK took leave of RD and left the office in disgust. Onlookers saw him mumbling something while going out of DK’s office and he continued to do so under his breath till he reached his own office.

Question 1. Please analyze the above conversation in totality with particular reference to rights and wrongs committed by the major players, i.e., RD and DK, and anyone else you can think of.

Scene 2.

MR Deepak Kumar (DK), chose the first room he came across and the one which was vacant and started the interview at 1400 hours the same day. He was disgusted and angry with the system for him being unnecessarily involved in something in which he had no expertise. He decided to be

alone to conduct the interviews and had only photographs of the candidates. The first candidate was called in and the interview commenced.

DK, *"your name?"*

Candidate, *"I am Asif."*

DK, *"who is the president of Greece? Is he a man or a woman?"*

Asif, *"Let me think Sir."*

"Stop thinking", was the reaction of DK.

Asif, *"Sorry Sir, I do not know."*

DK, *"Do you have residence proof?"*

Asif, *"No Sir, it was not asked for."*

DK, *"what have you done in life and what are your hobbies?"*

Asif, *"Done in what way, Sir?"*

DK, *"Education front."*

Asif, *"Sir, I am MBA Marketing from national Institute of Management from Calcutta. I have also done MA economics from Jabalpur University. I stood first in my class."*

DK, *"Why have the changed the name from Calcutta to Kolkatta?"*

"Don't know, Sir." Asif said.

DK, *"What is your father doing and how much do you know about our company?"*

Asif, *"Sir my father passed away four years back."*

DK, *"Very sorry to hear that". Do you know as to what does R and D stand for?"*

"Yes Sir, It is acronym for Research and Development. Sir, you had asked me for the hobbies and"

At this stage Asif was interrupted by DK, *"oh! forget about it. Tell me what will you keep in your mind while writing a letter to the editor? Will you address him as Sir, Dear Sir or Mr so and so?"*

Asif, *"Sir I have never written a letter to the Editor."*

DK, *"In that case I can easily say that your English is poor"*.

Asif looked crestfallen and said, *"Sir, by the way I got the highest marks in English in my higher Secondary."*

DK, *"can you draw diagram of a good marketing organization or structure?"*

Asif was delighted at the prospect and blurted out, *"Yes, Sir. May I sit down please?"*

“Oh sorry, sit down and why are you sweating so profusely? Do you have paper and pen?” DK asked.

Asif, *“No I don’t have paper, but have the pen. Actually Sir, this room is very warm and noisy”*.

DK, *“This is the best I could arrange in the given timing frame. I too have been unnecessarily nominated. This is the problem with this company. Tell me Asif, what do you understand by power politics?”*

“Don’t know”, was the response.

DK, *“Why don’t you know such a simple thing and you have come for interview. And, why are you wearing such a colourful necktie? Are you on a fashion parade?”*

“I am very sorry”, was what Asif could mumble.

“You may leave now”, was the last sentence DK spoke to Asif.

Question 2. Analyse the interview and what are your comments about the above interview?

Scene 3

Mr. Deepak Kumar, after finishing just one interview came out of the room to look *for a better room for the remaining interviews and met the CEO, who happened to be passing by.*

CEO, *“What is happening, DK? You are looking very harassed.”*

DK, *“Sir, I am conducting interviews for Assistant Manager Marketing.”*

“Why are you conducting the same that too being from the R and D Department?” was what The CEO’s reaction was. Dk gave him the back ground of he getting nominated. “Anyway, now that you have been given the responsibility, I do not want to belittle my son and change the orders. But I will like you to understand from Assistant Manager HRM the following aspects:-

- (a) What is evaluation and once you have finished all interviews what would be your action?
- (b) What are the common error in evaluation? I remember one is ‘Halo Effect’, remaining my advanced age does not permit me to recall, I think there are three or four more. Do ask her to briefly explain to you.”

Question 3. You are the Assistant Manager HRM and have been asked by Mr Deepak Kumar to briefly explain to him the above two aspects, which the CEO had highlighted. Please do that.