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**UNIVERSITY OF PETROLEUM  
AND ENERGY STUDIES**



**End Semester Examination – May, 2017**

**Program/course: MBA O & G**

**Subject: HRM**

**Code : MBCH 732**

**No. of page/s:**

**Semester : II**

**Max. Marks : 100**

**Duration : 3 Hrs.**

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**Note: All sections are compulsory.**

**Section – A (60 Marks)**

**2marks each**

**True/False**

1. We have to understand corporate social responsibility to work with people effectively.
2. For a company with overseas operations, some critical concerns for success are the identification, selection, and compensation of expatriates.
3. Because of its importance, HR managers should assume sole responsibility for the implementation of information technology.
4. To build human capital in organizations, managers should focus on training programs in areas that cannot be transferred to competitors.
5. Development of human capital is the responsibility of the HR group.
6. To be successful, organizations should constantly seek to align their processes with customer needs.
7. Formal performance appraisal encourages teamwork because of the interaction it creates with the supervisor.
8. Strategic compensation is the compensation of employees in ways that enhance motivation and growth while concurrently aligning their efforts with the goals of the organization.
9. Developmental purposes for performance appraisal include evaluating goal achievement and validating selection criteria.
10. Criterion deficiency occurs when performance standards have not been properly established and communicated to the employee.
11. The performance “threshold” in incentive plans is the name given to the amount of the award.
12. Management must be careful to ensure that incentive payments are viewed as both a reward and an entitlement.
13. The term I.R. refers to all aspects of employment relations. In its widest sense, it includes relations in all aspects of work and employment between and among the parties to an employment relationship.
14. I.R. applies knowledge derived from many disciplines like Psychology, Sociology, Economics and Law etc.
15. Ideally, the H.R. manager should be freed from routine functions and should focus on much bigger issues like culture and institution building.

16. Organizations should try to avoid using telephone reference checks because they are less reliable than written references.
17. Because HR managers function in an advisory role, they are responsible for issuing policy revisions and implementing them.
18. Good I.R. function need not be measured in terms of strikes/disputes handled but in terms of contributions to make conflicts redundant.
19. Rewarding an employee's past performance is not a goal of strategic compensation policy.
20. Instrumentality in compensation systems refers to the sense of value employees place on potential rewards.

### Multiple choice

21. The more common goals of compensation policy include all of the following except:
  - a. to punish employees for poor performance.
  - b. to reward employees' past performance.
  - c. to maintain the budget.
  - d. to attract new employees.
22. Which of the following compensation options would not qualify under the term pay-for-performance?
  - a. seniority based pay
  - b. group incentive
  - c. pay banding
  - d. gainsharing plans
23. Enterprise incentive plans include:
  - a. Scanlon Plan
  - b. Rucker Plan
  - c. Stock options
  - d. Sales incentives
24. Group incentive plans include:
  - a. Standard hour plan
  - b. Improshare
  - c. Stock options
  - d. Sales incentives
25. The main focus on International HRM is the...
  - A. management of expatriates
  - B. world-wide management of people
  - C. management of small businesses internationally
  - D. management of international organizations
26. The two primary purposes of performance appraisals are:
  - a. informative and developmental.
  - b. managerial and administrative.
  - c. managerial and informative.
  - d. administrative and developmental.
27. The terms "training" and "development":

- a. mean the same thing
  - b. both refer to short term skill development efforts
  - c. refer to a short term performance orientation vs. a longer term skill development, respectively
  - d. refer to skills development in low level vs. managerial employees, respectively
28. An examination of the strategies, environment, and resources of the organization to determine where training emphasis should be placed is referred to as:
- a. Task analysis
  - b. Environmental Scanning
  - c. Needs Assessment
  - d. Organizational Analysis
29. The scope of IR does not include
- a. Employer and employee relation.
  - b. Employee and trade union relation.
  - c. Employer, employee and trade union relation.
  - d. Employee and customer relation
30. Which of the following is an objective for IR?
- a. To safeguard mutual trust
  - b. To raise productivity
  - c. To avoid industrial strike
  - d. None of these

### **Section – B (40 Marks)**

## **PEOPLE STRATEGY AT BARSETSHIRE COUNTY COUNCIL**

### **The case**

You are the Director of HR at Bassetshire County Council and after extensive discussions with your Chief Executive, members of the Council's Cabinet, other interested parties and your HR colleagues, you drafted a statement for the Chief Executive to issue about the proposed People Strategy. As amended slightly by the Chief Executive, this is set out below.

### **The People Strategy statement**

We see the People Strategy as central to the delivery of effective and improving services. We also accept the need for fundamental changes to the way we work and how we work together and with others.

We need to change the organization's culture, the way we do things round here. This will require not only changing the way we work but also our behaviours and attitudes. We believe we must become an organization that attracts supports, enables and retains people who are talented, risk taking, innovative and creative. To do this we must break away from our fairly traditional people management practices of the past and become a sharper, more flexible and resilient organization.

We know the broad challenges for us over the next five years are going to be:

- Increasing demands on services through growing customer expectations.

- Changing roles of the County Council arising from the Local Government White Paper and subsequent Local Government Act.
- Working more effectively with other public services.
- Delivering services through a range of public and private sector organizations.
- Resources will get tighter and we will have to do more with less.
- Our discussions have established that our organizational culture reflects the following principal features
- While we have made some progress on working together across directorates and professional areas, we still work predominantly within professional constraints and to defined job descriptions. We often fall back on professional job demarcation and still rely on detailed job descriptions.
- We have competent operational middle managers but many have yet to acquire leadership skills.
- Our people still rely on their managers for training and development opportunities rather than seek them for themselves.
- We have a modern salary progression scheme which allows employees to be rewarded for exceptional performance and which is a step in the right direction, but pay remains our main method of motivating people.
- We remain cautious about tackling under-performance.
- Communication between the Council and its staff is still very traditional with messages and information coming from the top down.
- We believe that these current ways of working do not encourage the behaviours and approaches we need to change the way we work and often form barriers to innovation, creativity and flexibility.

### **The task**

**The statement by the Chief Executive has been discussed thoroughly and she has now asked you as Director of HR to draft a position paper, which briefly describes the approach you recommend to developing a People Strategy as a basis for further discussion.**