

Roll No. _____



University of Petroleum & Energy Studies
College of Management & Economics Studies
Dehradun

End Semester Examination – May, 2017

Programme Name: BBA (AM)
Subject: Human Resource Management
Subject code: BBCH 102

Semester : IV
M.Marks: 100
Duration: 3 Hrs

Note: All sections are compulsory.

Section – A (2x10=20 Marks)

- Q-1 The process of finding the monetary value of a job by comparing it with other jobs is called _____.
- Q-2 Training method that inculcates decision making and problem solving through exposure to real life business scenario is called _____.
- Q-3 _____ of a selection test ensures that candidates get same levels of score each time they take the test.
- Q-4 _____ is the process of identifying high performers in the company.
- Q-5 _____ part of compensation is shared with the employees to reward them for better performance
- Q-6 _____ is a written document that contains all the skills, qualifications, and experience required to accomplish a job.
- Q-7 Referrals is _____ source of recruitment.
- Q-8 The _____ approach in HR is rooted in the human relations school of thought.
- Q-9 _____ model of HR focuses on individual needs, rather than collective Workforce.
- Q-10 _____ technique is used for Manpower Planning based on quantity of work

Section – B (5x4=20 Marks)

Note – Attempt any 4 questions. Each question carries 5 marks.

- Q-11 Explain the difference between internal and external sources of recruitment
- Q-12 What are various methods of job evaluation? Explain
- Q-13 Explain the various reasons why performance appraisal fails?
- Q-14 What are the steps involved in training process? Explain.
- Q-15 What is training need identification (TNI)? Explain how it is conducted

Section – C (2x15=30 Marks)

Note – Attempt any 2 questions. Each question carries 15 marks.

- Q-16 In a multinational setup where the company is spread across international boundaries, explain how manpower planning and recruitment is done?
- Q-17 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.
- Q-18 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.

Section – D (30 Marks)

- Q-19 Go through the case given herewith and answer the questions that follow.

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 supervisors 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 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: (1) 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.
2. How do you think the company got into a situation like this in the first place?