

Name:
Enrolment No:



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

Course: Human Resource Management
Program: BBA/BCOM LLB
Course Code: CLNL2014

Semester: III
Time: 03 hrs.
Max. Marks: 100

Instructions:

SECTION A

Marks

CO

Write Short notes on the following.

a. Outsourcing

2

b. Performance Appraisal

2

c. Career Planning

2

d. Fringe Benefits

2

e. On-the-job Training

2

CO1

SECTION B

Q 1 Define the term 'training and development'. Bring out the importance of training and development.

5

Q 2 Define recruitment. Bring out its purpose and importance?

5

Q 3 What is culture Shock?

5

Q 4 What are the obligations of an employer under the Equal Remuneration Act?

5

CO2

SECTION-C

Q 1 If you were the chairman of your company? What considerations would guide your judgment on the following employment issues:

- (i) Hiring of relatives of employees?
- (ii) Promotion from within vs selecting the best from outside
- (iii) Hiring physically handicapped person
- (iv) Hiring SCs, STs and candidates belonging to minority communities?

10

CO3

Q 2 Suppose a key Employee has just resigned and you are the department manager. After you have sent your request for

5

	replacement, how could you help the recruiter to find the best replacement?		
Q 3	Do you think appraisals will convert employees into better employees?	5	
SECTION-D			
Q 1	Case Study	50	CO4
	Case Study 1 A Case of Misunderstood Message	30	
	<p>Indane Biscuits is located in an industrial area. The biscuit factory employee labour on daily basis. The management does not follow statutory regulations, and are able to get away with violations by keeping the concerned inspectors in good book. The factory has a designated room to which employees are periodically called either to hire or to fire. On the National Safety day, the Industries association, of which Indane Biscuits is a member, decided to celebrate collectively at a central place. Each of the member was given a specific task. The personnel Manager of Indane Biscuits desired to consult his supervisors and to inform everybody through them about the safety day celebrations. He sent a memo requesting them to be present in the room meant for firing and hiring. As soon as the supervisor read the memo, they all got panic thinking that now it was their turn to get fired. They started having “hush-hush” consultations. The workers also learnt about it, and since they had a lot of scores to settle with the management they extended their sympathy and support to the supervisors. As a consequence, everybody struck work and the factory came to a grinding halt.</p> <p>In the meantime, the personnel manager was unaware of the developments and when he came to know of it he went immediately and tried to convince the supervisors about the purpose of inviting them and the reason why that particular room chosen. To be fair to the personnel Manager, he selected the room because no other room was available. But the supervisors and the workers were in no mood to listen. The Managing Director, who rushed to the factory on hearing about strike, also could not convince the workers. The matter was referred to the labour department. The enquiry that followed resulted in all irregularities of the factory getting exposed and imposition of heavy penalties. The Personnel Manager was sacked. The factory opened after prolonged negotiations and settlements.</p>		
	<p>Questions:</p> <ol style="list-style-type: none"> 1. In the case of the Indane Biscuits, bring out the importance of ‘context’ and credibility in communication. 2. List the direct and indirect causes for the escalation of tension at Indane Biscuits. 3. If you were the Personnel Manager what would you do? 		
	Case 2 : Backfired Surmise	20	

<p>Naik, AGM Materials, is fuming and fretting (upset). He bumped into Kamath, GM Materials, threw the resignation letter on his table, shouted and walked out the room swiftly. Naik has a reason for his sudden outbursts. He has been driven to the wall. Perhaps, details of the story will tell the reasons for Naik's bile and why put in his papers, barely four months after he took up his present assignment. The year was 1995 when Naik quit the prestigious SAIL plant at Vishakapatnam. As a manager materials, Naik enjoyed powers he could even place an order for materials worth Rs 25 Lakhs. He needed nobody's prior approval. Naik joined a pulp-making plant located at Harihar in Karnataka, as AGM materials. The plant is a part of multiproduct and Multiplant-conglomerate owned by a prestigious business house in India. Obviously, perks, designation and reputation of the conglomerate lured Naik away from the public sector steel monolith.</p> <p>When he joined the eucalyptus pulp making company, little did Naik realise that he needed prior approval to place an order for material worth Rs. 12 Lakh. He had presumed that he had the authority to place an order by himself worth half the amount of what he used to do at the at the mega steel maker. He placed the order material arrived, were received, accepted and used up in plant.</p> <p>Trouble started when the bill for Rs. 12 Lakh came from the vendor. The accounts department withheld payment for the reason that the bill was not endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Naik before placing the order. Naik felt fumigated and cheated. A brief encounter with Kamath only aggravated the problem. Naik was curtly told that he should know have known company rules before venturing. Naik decided to quit.</p> <p>Questions</p> <ol style="list-style-type: none">1. Does the company have an orientation programme? If yes, how effective is it?2. If you were Naik what would have you done?		
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