

<b>Name:</b>	 <b>UPES</b> <small>UNIVERSITY OF TOMORROW</small>
<b>Enrolment No:</b>	

**UPES**  
**End Semester Examination, Dec 2024**

**Course: Managing Human Capital**  
**Semester: V**  
**Program: Integrated BBA-MBA (HR)**  
**Course Code: HRES 3020**

**Time: 03 hrs.**  
**Max. Marks: 100**

**Instructions: 1. Attempt all the questions.**  
**2. Read the questions carefully.**  
**3. Mark the No with the answer correctly.**

**SECTION A**  
**10Qx2M=20Marks**

S. No.		Marks	CO
Q 1	<b>Choose the correct option:</b>		
(i)	<b>Human capital management is an approach to employee staffing that perceives people as _____</b> A. Resources  B. Assets  C. Talent  D. Strategic Partner	<b>2 M</b>	<b>CO1</b>
(ii)	<b>Drivers of HCM does not include</b>  A. Leadership practices  B. Employee engagement  C. Workforce Optimization  D. Management Support	<b>2 M</b>	<b>CO1</b>

(iii)	<p><b>Which of the following statement is true</b></p> <p>A. No computer can substitute human brain</p> <p>B. no machines can run without human intervention</p> <p>C. No organization can exist if it cannot serve people’s needs</p> <p>D. All of the above</p>	<b>2 M</b>	<b>CO1</b>
(iv)	<p><b>Valuation of human resources in a strategic level includes</b></p> <p>A. Replacement Cost</p> <p>B. Skills and Upgrading</p> <p>C. Strategic Partner</p> <p>D. None of these</p>	<b>2 M</b>	<b>CO1</b>
(v)	<p><b>Which of the following statement describes HCM properly</b></p> <p>A. Reinforces the need to be strategic</p> <p>B. Emphasizes the role of HR specialists as business partners</p> <p>C. Provides guidance on what to measure and how to measure</p> <p>D. None of These</p>	<b>2 M</b>	<b>CO1</b>
(vi)	<p><b>HCM Human capital management is</b></p> <p>A. Set of practices</p> <p>B. set of Theory</p> <p>C. Set of rules</p> <p>D. All of the above</p>	<b>2M</b>	<b>CO1</b>

(vii)	<p><b>The core concept of HCM Contains</b></p> <p>A. Talent acquisition</p> <p>B. Talent management</p> <p>C. Talent optimization</p> <p>D. All of the above</p>	<b>2M</b>	<b>CO1</b>
(viii)	<p><b>The concept of HCM _____ the concept of HRM</b></p> <p>A. complements and strengthens</p> <p>B. Replace</p> <p>C. Overwrites</p> <p>D. Differs from</p>	<b>2M</b>	<b>CO1</b>
(ix)	<p>The Human Capital Management Theory was given by</p> <p>A. Henry Fayol</p> <p>B. Becker and Rosen</p> <p>C. Friedrich Winslow</p> <p>D. None of these.</p>	<b>2M</b>	<b>CO1</b>
(x)	<p><b>To reap the most benefits from employees the business needs to</b></p> <p>A. Train the employees</p> <p>B. Plan the activities for them</p> <p>C. invest actively on them</p> <p>D. None of these</p>	<b>2M</b>	<b>CO1</b>

**SECTION B**  
**4Qx5M= 20 Marks**

Q 2	Define an Incentive plan and mention its significance in HR.  <b>OR</b> Define Human Capital. Briefly discuss various sources of Human Capital.	5M	CO1
Q 3	Discuss the reasons for Organizations for non-adoption of High-Performance Work Systems.	5M	CO2
Q 4	Distinguish between Monetary and Non-Monetary Incentives.	5M	CO3
Q5	Analyse the basic Job Design Strategies practiced commonly by the Organizations.	5M	CO3

**SECTION-C**  
**3Qx10M=30 Marks**

Q 6	Identify the factors driving Organizational Change such as (Inclusion and Internationalization) that may impose implications for the Workforce Management.	10M	CO1
Q 7	Assume yourself as a HR Manager. You're entrusted with the task of Performance Evaluation. Design the performance standards for Evaluating Employee Performance.	10M	CO3
Q 8	"The flexible work systems allow the Organization to respond quickly to the changing Environment." With context to the above statement throw light on the important approaches for work design.  <b>OR</b> Throw light on the drawbacks of Job Redesigning Methods.	10 M	CO2

**SECTION-D**  
**2Qx15M= 30 Marks**

Q 9	David Pottruck, former CEO of Charles Schwab, speaks on Leading Breakthrough Change Case study on David pottruck on change Why is Change So Hard?		
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	<p>Pottruck gets why change is so hard. Companies and people resist it innately. Corporations by their very organization rebuke it. “Budgets, bonuses, administration, HR, planning – those procedures don’t support change,” he points out. “A lot can be done if you build the right thing – principles, values and vision – rather than rely on procedure manuals. And I’m not talking about sitting around singing “Kumbaya’.”</p> <p>Leaders tend to think ‘one speech, a video, an email. and I’m done.’ It doesn’t work that way. You need daily communications. People don’t hear half of what you say.” He claims since most people are promoted mainly on the basis of talent, they may not have the ‘human touch” by the time they reach a C-level position needed to create trust and buy-in. “Without trust, no one speaks up. You need trust to be able to have a debate in public about concerns and ideas so you get the buy-in from employees that produces results," he points out.</p> <p>Then you need to be a talent magnet. “You can’t reach your goal with highly-motivated people who don’t know what they’re doing,” he reminds us. And you need a process that builds momentum as you close in on your goal.</p> <p>Re-Stacking the Deck</p> <p>Because the deck is basically stacked against you when you start out to make disruptive change, Pottruck has created a nine-point checklist to help you re-stack the deck:</p> <ol style="list-style-type: none"> <li>1. Recognize the need to change and explain it, create a sense of urgency;</li> <li>2. Be sure you have an inner circle team that buys into your vision and can lead the change;</li> <li>3. Build a compelling vision of the future;</li> <li>4. Identify “barriers,” things that will impede progress; do it right away because the minute you start talking change, the barriers go up;</li> <li>5. Plan: get people involved in the process;</li> <li>6. Divide the plan into chunks so you can celebrate milestones every six months (NB: this is part of “building momentum”);</li> <li>7. Identify the leading and lagging indicators so you can measure the metrics. Too often the emphasis is on the negative indicators, and only at the end of the process, when it’s usually too late to fix anything. An early indicator might be “web site engagement,” etc.</li> <li>8. Be sure you have a broader team – beyond the key leadership team – who can execute the project;</li> <li>9. Implementation – look for opportunities to field test your plan before total implementation.</li> </ol>		
(i)	Why is Organizational Change so hard according to Pottruck and how can we handle this resistance to change?	<b>10 M</b>	<b>CO 3</b>
(ii)	Mention the things to focus on to clear the deck as told by Pottruck?	<b>10 M</b>	<b>CO 2</b>
(iii)	What is the significance of Communications and trust in order to achieve the goals of business?	<b>10 M</b>	<b>CO1</b>