



SET A

University of Petroleum & Energy Studies
School of Business
Kandoli campus, Dehradun

End Semester Examination – May 2018

Programme Name: MBA – O&G
Subject: Human Resource Management
Subject code: HRES 7007

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

Note: All sections are compulsory.

Section – A (20 Marks)

1. Which of the following is not among the most distinctive and renewable resources of a company?
A. employee skill.
B. employee motivation.
C. employee knowledge.
D. employee abilities.
2. HRM plays an important role in organizations by balancing the sometimes-competing demands of:
A. competitive challenges and international challenges.
B. international challenges and employee concerns.
C. employee concerns and HRM challenges.
D. competitive challenges and employee concerns.
3. HR issues underlying globalization include all of the following except:
A. identifying expatriate managers.
B. designing training programs to enhance understanding of foreign cultures and work practices.
C. adjusting compensation plans to ensure equitable treatment across global regions.
D. identifying potential centers of global operations.
4. Knowledge workers require skills in all of the following areas except:
A. computer programming.
B. planning.
C. decision-making.
D. problem solving.
5. An HRIS extends information technology beyond storing and retrieving information to:
A. overseeing production planning.
B. providing current and accurate data for purposes of control and decision making.
C. providing managers easy access to personnel records.
D. serving as an intranet communication system.

6. Which of the following is not a primary impact that technology has had on HRM?
- It has altered the methods of collecting employment information.
 - It has speeded up the processing of employment data.
 - It has diminished the role of supervisors in managing employees.
 - It has improved the processes of internal and external communications.
7. The operational impact of information technology on HRM includes all of the following except:
- administering benefits programs.
 - improving productivity internal to the HR function.
 - providing a direct connection to recruitment sources such as Monster.com.
 - automating routine tasks.
8. The value, skills, and capabilities that have a tremendous impact on an organization's performance but does not show up on its balance sheet are known as:
- intellectual capital.
 - human capital.
 - core competencies.
 - employee capital.
9. To manage employees in a manner that allows human capital to develop as a source of competitive advantage, managers need to be sure to do all of the following except:
- provide training programs that provide skill enhancement.
 - identify, recruit, and hire the best talent available.
 - attach pay to productivity.
 - provide opportunities for development on the job.
10. To build human capital in organizations, managers should rely upon staffing programs that focus on:
- identifying cheap sources of qualified labor.
 - identifying and hiring the best and brightest talent available.
 - identifying college graduates with the requisite skills.
 - identifying individuals with highly specialized skills.

Section – B (20 Marks)

Attempt any four

5 marks each

Differentiate

- Job analysis and job evaluation
- Training and development
- Incentives and benefits
- Recruitment and selection
- Coaching and mentoring
- Polycentric and ethnocentric approach

Section – C (30 Marks)

Attempt any two

15 marks each

- What implications do the anticipated changes in age of the workforce have for the management of human resources?
- Following are descriptions of three employees. Describe the potential causes of poor performance in each case. Identify appropriate solutions to enhance performance.

- A. Carl Rose is the assistant greenskeeper at bushwood country club. Over the past few months, members have been complaining that gophers are destroying the course and digging holes in the greens. Although Carl has been working evenings and weekends to address the situation, the problem persists. Unfortunately, his boss is interested only in results, and because the gophers are still there, he contends that Carl is not doing his job; He has accused Carl of “Slacking off” and threatened his job.
- B. Clark Griswold works in R & D for a chemical company that makes nonnutritive food additives. His most recent assignment has been the development of a nonstick aerosol cooking spray, but the project is very behind schedule and seems to be going nowhere. CEO Frank is decidedly upset and has threatened that if things do not improve, he will suspend bonuses again this year as he did last year. Clark feels dejected, because without the bonus he will not be able to take his family on vacation.
- C. Bonnie Molloy is the host of local television talk show called Morning Chicago. Although she is talented performer, Bonnie has an unacceptable record of tardiness. The show’s producer, David is frustrated, because the problem has affected the quality of the show. On several occasions, Bonnie was unprepared when the show went on the air. David was concluded that Bonnie is not a morning person and has thought about replacing her with different host.
3. You are the supervisor of a group of employees whose Task is to assemble disk drives that go into computers. You find that quality is not what it should be and that many of your groups’ devices have to be brought back and reworked; your boss says, “You’d better start doing a better job of training your workers.” Explain how would you go about assessing whether it is a training problem? Or

Section – D (30 Marks)

RECRUITMENT AND RETENTION PROBLEMS AT POLYMERS UK

The case

International Polymers is a Minneapolis corporation (the original centre for research and development) with subsidiaries in a number of countries, including the United Kingdom. Its ‘value targets’ are to:

- achieve outstanding financial performance;
- achieve customer satisfaction via innovation;
- be a role model in the community;
- be the best speciality chemical company to work for.

The UK Company (Polymers UK Ltd) has been in existence for three years. The company was established as the base for the European marketing and manufacturing activities of the parent company. It has taken over responsibility for the further development of the three products with which it is concerned: Mycellene (liquid crystal technology), Oledine (electrically conductive polymers) and Therlastene (thermoplastic elastomers).

Polymers UK is located in Southwell and has just over 650 staff – R&D, manufacturing, marketing and administrative. An intensive recruitment campaign has been conducted over the three years in the highly competitive local and national labour market by the Head of HR and his assistant. It has been possible – after a great deal of effort – to attract high-quality graduates (mainly materials scientists), marketing specialists, and production managers and team leaders,

thanks to the reputation of the company and the opportunities it provides to pursue a worthwhile career.

The Head of HR resigned six months ago, as did his assistant. The replacement Head of HR was alerted to a number of recruitment problems and engaged an experienced recruitment manager, who was asked to investigate the problems and recommend solutions. It was emphasized that a persuasive business case should be made for any proposals.

The recruitment manager found that manufacturing staff (mainly technicians) and other professional and administrative staff had been recruited with some difficulty because of the competitive nature of the labour market – the time taken to fill vacancies had increased from 10 to 12 days over the last year. The time to fill vacancies for research, technical, managerial and professional staff had increased even more over the same period – from 9 to 12 weeks. There were too many unfilled vacancies.

An analysis of labour turnover during the previous 12 months established the following rates, which she compared with the latest figures from the annual survey of recruitment, retention and turnover conducted by the CIPD:

	Polymers UK		CIPD
	Previous 12 months %	Last 12 months %	Last year %
Managers/professionals	12.5	14.6	10.5
Administrative, secretarial and technical	14.3	18.8	15.6
Services, including sales	17.1	19.2	20.0
Manual/craft workers	15.8	17.9	15.3

These figures revealed a significant increase in turnover and an unfavorable comparison with the most recent national figures in each case except one. Anecdotal evidence obtained from managers indicated that the problems of retention and the increasing time taken to fill vacancies were beginning to cause serious problems for the business.

The recruitment manager took a long hard look at the arrangements for recruitment. Her findings were that:

The main source of recruits for staff other than graduates and manual/craft workers had been agencies; the rest was through advertisements and some online recruitment; manual workers had been recruited through advertisements and job centres.

Graduates had been recruited directly from a small number of universities with good materials science departments – however, their survival rates were poor, with only 30 per cent of those recruited in the first two years remaining.

A competency framework and role profiles had been developed for scientific and technical posts as the basis for structured interviews by HR.

Line managers made the final choice but had been given no training in interviewing techniques; There was no formal induction programme.

There was no systematic approach to exit interviews.

Rates of pay appeared to be competitive.

Some management and team leader training had been given by an outside provider on leadership skills but there was no evidence that it had been followed up and therefore how effective it had been.

Faced with these results of her analysis the recruitment manager spent some time thinking about what she should put into her report. Clearly, there had to be proposals on how to deal with turnover and the time to fill vacancies. It was equally obvious that the business case for any actions would be enhanced if she could convey to management some idea of how much labour turnover was costing the company and therefore how much could be saved by reducing it.

The tasks

1. List the information required to produce an estimate of the cost of labour turnover, identifying what was already available and what more would be needed.
2. Outline the recommendations you would make.
3. Summarize your business case.



SET B

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Section – A (20 Marks)

1. To build human capital in organizations, training programs should focus on those skills that:
 - A. cannot be transferred to another company if an employee should leave.
 - B. require minimal levels of training effort.
 - C. are widely applicable to many different firms within the organization's industry.
 - D. can be taught in classroom settings.
2. An employee's Human Capital belongs to _____.
 - A. His/her employer
 - B. The Employee
 - C. The Government
 - D. None of these; Human Capital is not proprietary
3. Managers have to find ways to empower employees and encourage their participation and involvement to more fully utilize human capital because:
 - A. They are figured as part of training costs.
 - B. Firms are moving away from team-based structures.
 - C. Employee skills often go unused.
 - D. Knowledge exchange is the best method of human capital development.
4. Which of the following is one of the largest expenditures of service companies?
 - A. production costs.
 - B. marketing costs.
 - C. labor costs.
 - D. distribution costs.
5. Which of the following is not an approach used by organizations to try to lower labor costs?
 - A. productivity enhancements
 - B. outsourcing
 - C. employee leasing

D. employee development

6. What is the planned elimination of jobs?

- A. downsizing.
- B. outsourcing
- C. TQM
- D. reengineering

7. Historically, which of the following workers have been hit the hardest by layoffs?

- A. line workers
- B. secretarial and clerical workers
- C. white-collar and managerial workers
- D. service workers

8. Layoffs can incur all of the following hidden costs except:

- A. pension and benefit payoffs
- B. increased training expenses
- C. loss of institutional memory and human capital
- D. a paranoid, political workforce

9. Hiring someone outside the company to perform tasks that could be done internally is known as:

- A. outplacement.
- B. contracting.
- C. outsourcing.
- D. employee leasing.

10. The practice of moving jobs overseas is known as:

- A. outplacement.
- B. offshoring.
- C. outsourcing.
- D. employee leasing.

Section – B (20 Marks)

Attempt any four

5 marks each

Differentiate

- G. Performance appraisal and Performance management
- H. Trait based methods and behavior based methods of assessing performance
- I. Group and enterprise wide incentives
- J. Vestibule training and simulation training
- K. Hard and soft HRM
- L. HR score card and Balance score card

Section – C (30 Marks)

Attempt any two

15 marks each

1. List all the trait-based methods of performance appraisal. Develop a graphic rating scale for the following jobs: Secretary, Professor, Supervisor at a retail outlet
2. List all the individual incentive plans. Develop an incentive plan for the following positions: Chemical Engineer, Plant manager, used car sales person. What factors did you have to consider in reaching your conclusions?
3. A state university in north of India instituted a “Teacher Incentive Program” for its faculty. Head of each college were told to award Rs. 5000 raises (not bonuses) to

about 40% of their faculty members based on how good a job they did teaching undergraduates, and how many they taught per year. What are the potential advantages and pitfalls of such an incentive program? How well do you think it will be accepted by the faculty? Do you think it would have a desired effect?

Section – D (30 Marks)

RECRUITMENT AND RETENTION PROBLEMS AT POLYMERS UK

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