

Roll No. \_\_\_\_\_



**University of Petroleum & Energy Studies**  
**School of Business**  
**Dehradun**

**End Term Examination – May, 2018**

**Programme Name: MBA (Port and Shipping Management)**  
**Subject: Human Resource Management**  
**Subject code: HRES 7007**

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

---

**Note: All sections are compulsory.**

**Section – A (1x20=20 Marks)**

**ANSWER IN TRUE FALSE ONLY**

- Q-1 Soft HR implies dependability of Organizational Goals based on HR Policies
- Q-2 Human Resource Planning is done in order to find the future skills required by the organizations
- Q-3 Markov chain technique of HR planning is based on movement of people within an organization
- Q-4 Downsizing an organization may involve layoffs
- Q-5 Voluntarily retirement of employees is also called retrenchment
- Q-6 Minimum salary paid to an overtime worker is one and a half times that of normal salary.
- Q-7 Employee recalls is an internal source of recruitment
- Q-8 In today's times majority of workers are recruited through social networks
- Q-9 Training need assessment is about calculating the cost of training
- Q-10 Customers complaint can be a training need indicator
- Q-11 Training can also be used as a effective tool for employee separation
- Q-12 Employee induction activity can also be outsourced to a third party trainer
- Q-13 Every training may not necessarily involve upgradation of skills

- Q-14 Bonus is a reward
- Q-15 Companies have to pay bonus to the workers even if the business is running in losses
- Q-16 Designated parking space provided to an employee is an incentive
- Q-17 360 appraisals involve collecting appraisal data from all the sources except the employee himself
- Q-18 In India more than 90% of workforce is employed in the unorganized sector
- Q-19 Rewards provided to an employee must have extrinsic component, but not intrinsic
- Q-20 Human resource audit implies finding non performers in the company.

### **Section – B (5x4=20 Marks)**

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

- Q-21 Explain the relationship between strategic business goals, and recruitment strategy in brief citing relevant examples (if any).
- Q-22 Explain how a typical company may optimize its recruitment – selection cost, training cost, and employee cost.
- Q-23 What are succession planning and replacement charts? What role do they play in a business organization
- Q-24 Compare the Pros and Cons of internal recruitment vs external recruitment.
- Q-25 Explain the various membership based and performance based components of a compensation package. Give relevant examples.

### **Section – C (3x15=30 Marks)**

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

- Q-26 You are head human resource planning in a truly international airline. The customer base of your company is global, majority being in US, Europe, Middle East, and Far East. Since your airline is 100% international, your business is subject to regional economic and political fluctuations in the international market. Sometimes there is huge upsurge of passengers, while at some other times, the bookings abruptly dry up. And consequently your demand of labour fluctuates.  
Now what options of human resource planning / staffing will you use keeping in mind the three objectives. (a) Smooth supply of labour with no labor shortage. (b) No labour surplus, and (c) Minimum labor cost
- Q-27 Companies in the airlines and port and shipping business are required to place employees abroad on assignments that at times can be longer than an year or so. In addition to cross cultural adjustment, and problems pertaining to language and food, the biggest challenge faced by the companies is international compensation management.

How do MNCs design an international compensation management policy keeping in mind the purchasing power parity between the foreign and host country, and the issue of taxation? And how do companies help employees cope up with the challenges of diversity?

- Q-28 Performance appraisal is a sensitive issue for employees of any company. There can be no performance appraisal method that is free of all the biases. But nevertheless biases can be minimized, and there is no limit until which a performance appraisal system can be optimized. Elucidate on some measures that a company can take to minimize the biases, and to make the performance appraisal, as good as possible.

### **Section – D (30 Marks)**

- Q-29 Go through the case given herewith and answer the questions that follow.

#### **Case Study**

Brunt Hotels, PLC, owns more than 60 hotels throughout the United Kingdom. They recently acquired a small hotel chain headquartered in France. Brunt's chief executive decided that half of the new hotels in France would be retained and rebranded as part of the Brunt Hotels Group; the other half will be sold. This will support Brunt's strategic objective of growing the organization slowly to make sure that new ventures are well supported and opened on time and on budget.

Brunt's hotels are considered budget accommodations; they are functional, clean and reasonably priced. Most guests stay for one to three nights and are a combination of business and leisure travellers. The hotels are typically situated in downtown locations that are easily accessible by mass transit. Tourists are attracted to these hotels in popular visitor destinations where the many local attractions mean that they will not be spending much time in their hotel rooms.

The organization has decided to use an ethnocentric approach and send some of their existing UK-based managers to France to lead the changeover of the new hotels and then manage them after they re-open. If this new overseas venture is successful, Brunt may decide to acquire other small hotel groups in other European countries.

The organization would like to own 150 hotels in the next five years. Their 10-year plan is to own 300 hotels across Europe. This is an ambitious target, so it is important that the organization finds an effective formula to operate successfully in other countries.

The organization has never owned any hotels outside the UK before, and has hired a team of independent management consultants to advise them on how to proceed. They provided the consultants the following information during their initial meeting:

- A majority of their existing managers said they would like a chance to work abroad.
- None of their existing managers speak French fluently.
- They will allow four weeks to rebrand the hotels. The new hotels must be ready to open after that time.
- They expect to recruit a large number of staff for the new French hotels, because more than 70 percent of the employees from the acquired organization left.
- They will require their managers to be flexible and move between countries if any problems arise.

## Questions.

1. Based on the information that you have, what do you think their key HR priorities must be?
2. What should be manpower strategy of Brunt. Should they hire British Nationals and expatriate them to France? Or should they hire local French Nationals for the newly acquired hotels in France? Compare the pros and cons of both the options.
3. For both of the approaches mentioned in the above question prepare a recruitment advertisement separately, that Brunt may publish in local newspapers in Britain and France.