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**UNIVERSITY OF PETROLEUM
AND ENERGY STUDIES**



End Semester Examination, May 2018

Program: BBA LLB CL
Subject (Course): Human Resource Management
Course Code : BBCH102
No. of page/s : 04

Semester: IVth
Max. Marks: 100
Duration: 3 Hrs

Section A: Each question is of two marks

Total marks-20

1. Which of the following is a source of internal supply of human resources?
 - a. Workforce of an organization
 - b. Employment agency
 - c. Employment exchange
 - d. Campus recruitment

2. Of the external factors effecting human resource planning, selection of the relative of an employee is an example of
 - a. Government influences
 - b. Social factors
 - c. Economic factors
 - d. Technological change

3. Social security means _____

4. Analysis of decision-making and future objectives refers to
 - a. Task analysis
 - b. man analysis
 - c. organizational analysis
 - d. Equipment analysis

5. Which of the following is not the standard type of training programme
 - a. induction training
 - b. interpersonal relations training

- c. technical training
 - d. management development training
6. The most appropriate system for small organization for Job Evaluation is
- a. Job Classification
 - b. Ranking method
 - c. Factor comparison system
 - d. Point System
7. Which of the following is not an objective of the training
- a. Result orientation
 - b. Induction
 - c. updating
 - d. competency development
8. What factor differentiates between Promotion and up gradation of a post?
- a. Increased responsibilities
 - b. Enhanced status
 - c. Increase in salary
 - d. None of the above
9. Which of the following is not a purpose of internal mobility?
- a. It provides an opportunity to review HR
 - b. It helps in motivating employees
 - c. Selection of the employees
 - d. it helps in saving cost
10. Which of the following is not an individual evaluation method?
- a. Ranking
 - b. Checklists
 - c. Graphic Check List
 - d. Behaviourally Anchored Rating scale

Section B: Each question is of five marks

Total marks-30

1. Why does Training need assessment (TNA) is significant? Explain the following two cases in light of TNA with a rationale.

- A.** The newly appointed Senior Executive at Madrid Sports Group believed that the training he attended could not meet his work responsibilities (5 marks).
- B.** The Manager of Merengues Club believes that the competency gained through learning programme has improved his performance (5 marks).
2. Elucidate knowledge management. Explain the importance of KM in light of below-mentioned examples.
- A.** Mr. Varane joined the HR department of Blancos in 2017. The CHRO asked him to work with the other three HR executives of the department. The executives were reluctant to share any knowledge with Varane. This led to serious challenge for Varane to work as he was new to the department and without any knowledge of existing SOPs, he was not able to work. There were confusions and confrontations. There was no knowledge repository to answer his queries either (5 marks).
- B.** Blancos, later developed an integrated system to provide a centralized repository for HR executives to raise any query and get an instant response. Varane was able to perform effectively and receive appreciation from his supervisor (5 marks).
3. *Flexi-timings are instrumental to bolster employee performance.* Discuss (10 marks).

SECTION C

Each question is of ten marks

Total marks-30

1. *Exploring human resource management is instrumental in analyzing human behavior at workplace.* Discuss.
2. How does studying HRM help an organization to create sustainable competitive advantage?
3. Explain the significance of sensitivity training for expatriate learning and development.

Section D: Each question of the case study is of ten marks

Total marks-20

Case study

Background: Carvajal is a supervisor in a commercial tool room in the machining section of Blancos Industries Ltd. for the past seven years. He is a diploma holder in Mechanical Engg., joined as an apprentice trainee and has grown to be a supervisor. During all these years in the company, he had no occasion to attend any supervisory development programme and his concentration has been only on the technical aspects of his job. The present works manager has seen Carvajal grow from apprentice to supervisor and yet to reconcile with the change of responsibilities and designation of Rajesh.

Case Situation: On a particular day Carvajal had prepared schedule for the day for all the machines and on the jig-boring machine, the top priority was for a job from HAL. When Carvajal came for his round, he was surprised to see that the operator had loaded some other job then the job from HAL on the jig-boring machine. At this Carvajal was annoyed and the following conversation took place:

Manager to Operator: Please take up this HAL job immediately. It is a top priority.

Operator: *Work Manager (WM) has given me another job. Only after finishing this, I can take up HAL job.*

Manager: I do not want to hear all that. WM has told me that anything else has to be stopped and the HAL job has to be taken up first.

Operator: *Agreed---- when you say a job is urgent I always take it up immediately. But, what have you done about my increment which has been due for three months?*

Manager: These things----- I am not answerable. The management is responsible. However, you are not the only person with such a grievance, there are many more, I am helpless. I suggest you go and sort it out with the WM.

Operator: *Being supervisor it is your duty to sort out my problems, as I report to you.*

Manager: Do not tell me my job. I am not interested and as I have told you, you may sort out your problem with the WM and now I do not care whether you take up this HAL job or not. I will simply report to higher authorities about your misconduct. Let them do what they want. Do not come back to me crying again.

1. Draw a managerial action plan to combat the present challenge
2. What should Cravajal do now?