

Roll No: -----



**UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
SCHOOL OF BUSINESS**

Final Examination- May 2019

Semester – II

Max. Marks : 100

Duration : 3 Hrs

Programme: MBA LSCM

Course Name: Human Resource Management

Course Code: HRES 7007

No. of printed page/s: 4

Section – A

Attempt all Questions

All questions carry 2 marks each.

Total = 20 marks

Q1. What is the difference between strategy? Please give one example of each.	CO1
Q2. What is the difference between job description and job satisfaction?	CO1
Q3 Anita Wants to collect information about the job of CEO of a small scale Manufacturing set up. She chooses Observation as her technique. Is it a good method? Why?	CO5
Q4. What are the organizational reasons for Transfer? Mention any four	CO2
Q5. Mention the off the job training techniques (Any four)	CO3
Q6. What is 360 degree performance appraisal? Give example	CO1
Q7. What is induction? What is its importance?	CO1
Q8. What is bonus? How is it different from incentives?	CO1
Q9. How stereotypes affect the appraisal of performance?	CO1
Q10. Mention any two advantages of promotion from within?	CO1

Section – B

Attempt any four Questions

All questions carry 5 marks each.

Total = 20 marks

Q1 Explain how human resource management can be instrumental in helping a company create competitive advantage.	CO3
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Q2 Explain what a strategy – oriented human resource management system is and why is it important?	CO2
Q3 What are five main things you would do to recruit a diverse workforce	CO5
Q4. Describe and illustrate how you would go about identifying training requirements.	CO2
Q5. In a company with only 25 employees, is there less need of job descriptions? Why or Why not	CO1

Section – C

Attempt any two Questions
All questions carry 15 marks each.
Total = 30 marks

Q1. What is Career? What is career Development? What are the different stages of career in a person’s life? Whose responsibility is career progression? Why?	CO1
Q2. Describe the appraisal Process. Evaluate four performance appraisal tools. Discuss the pros and cons of the appraisal process?	CO2
Q3. Describe the basic training process. Describe and illustrate how you would how about identifying training requirements	CO3

Section D

Attempt all questions mentioned before the case.
All questions carry 10 marks each
Total =30

Q1. Describe the problems which Beverly faces as a supervisor. Identify what specific performance improvement results she should seek	CO5
Q2. What performance appraisal technique she could use to appraise the performance? Explain	CO4
Q3. What kind of trainings BOB needs, will it be on the job or off the job? Why?	CO4, CO5, CO3

CASE STUDY

Managing People

Background Information

Beverly Wyman took her job as supervisor very seriously. Though only 33 years old and somewhat new to the company, she liked her work and believed she did a good job. Beverly was in charge of the Consumer Credit Sales Group of the First Union National Bank. She was in charge of seven credit sales representatives (CSR's). Her sales group was formed six months ago to aggressively sell and market the bank's various car, boat, and other personal loans. Beverly was promoted and became group supervisor shortly after the group was started, moving up from an assistant manager's job in the nearby Credit Analysis Section. Some problems in the Analysis Section kept her there longer than was anticipated, and she joined her sales group after it had already started operating.

Even though she was generally pleased with the progress her sales group was making, she did have a problem: Bob Watson. As she thought back, she knew why this was so painful now.

Back to Beginning: Bob Watson

Three years ago, when Beverly joined First Union's Credit Analysis Section, Bob Watson was the chief credit analyst and her boss. He was then 41 and had been a First Union employee for 18 years. In this position, Bob was responsible for training all new junior analysts. Bob had long been a top credit analyst: he earned almost twice the net income as the next most productive employee in Credit Analysis. It was this exceptionally high level of productivity that allowed the division manager to look the other way whenever Bob had one of his occasional fits of moodiness. Indeed, although Bob was widely respected for his consumer credit talents, he was just as widely avoided for his unpredictable temperament and erratic work habits.

Beverly learned a lot about credit from Bob, and they got along well together—at least until Beverly started to equal Bob's record in Credit Analysis. That was about 18 months ago. It was around this same time that Bob seemed to undergo a change. There was a subtle but distinctive difference in how he worked: He maintained an adequate analytic volume, but he seemed drained of energy. Some employees thought the change was due to his divorce.

Whatever the cause, Bob's idiosyncrasies now became a real problem and the change in his work became increasingly less subtle. He was absent from his desk frequently and for long periods. Indeed, it seemed he would put in a couple of good hours of work a day and then spend the rest of the time listlessly wandering around. An exasperated department manager, Tony Ianelli, finally had to act, giving Bob a written disciplinary notice. Bob's wandering seemed to sub-

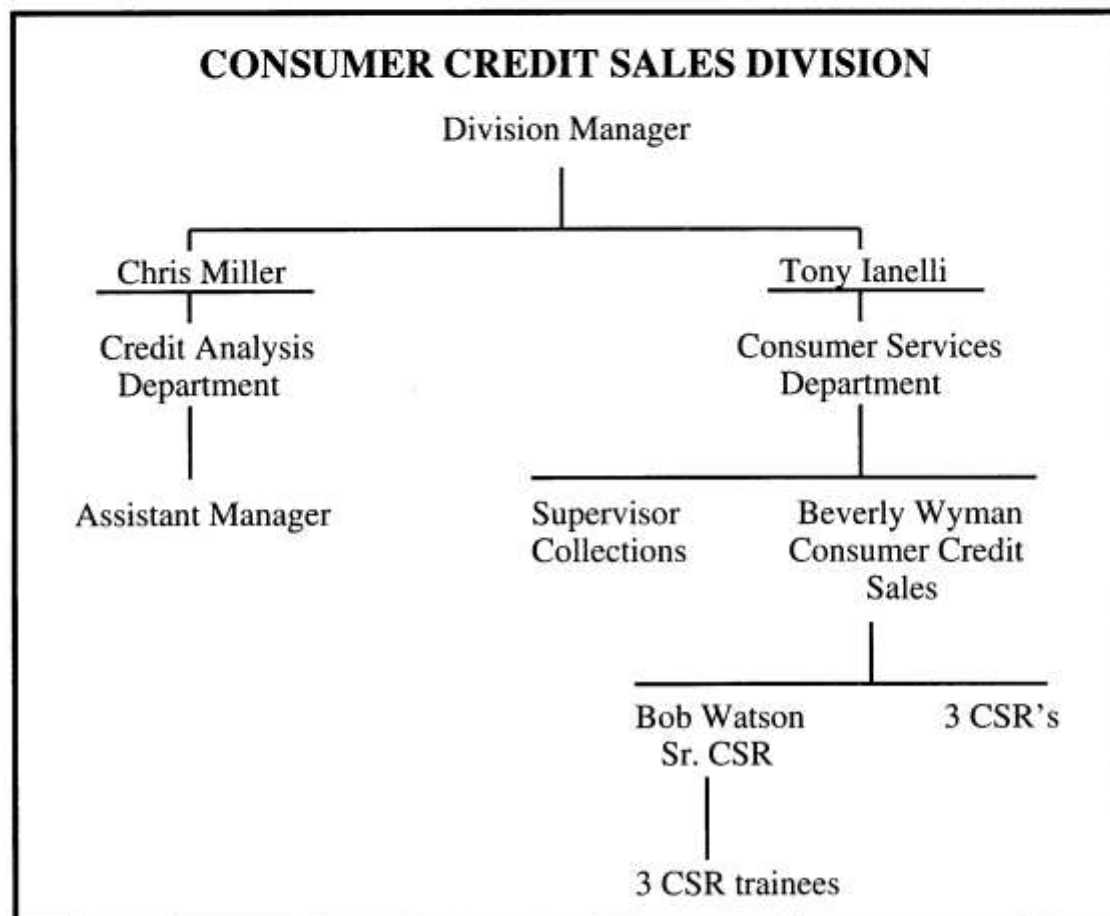
side, but his underlying attitude—apathy, indifference, hostility—became even stronger.

Beverly Becomes Supervisor

All these problems with Bob occurred before Beverly was made supervisor. Tony explained the situation to Beverly before he hired her, because Bob had now been transferred a second time to the newly formed Consumer Credit Sales group as senior representative. He was given the temporary duty of running the sales group until the permanent supervisor—soon revealed as being Beverly—arrived. Bob's job was the same kind of position he had filled in Credit Analysis: to train the sales reps in Beverly's sales group. But now, he was working for Beverly instead of Beverly for him.

During the job interview, Tony told Beverly: "We considered Bob for the credit sales manager's job, but decided we just didn't think he would work out as a supervisor at this time. We did think that more responsibility might be what he needs, though, so we made him senior representative."

Tony told Beverly that as senior representative, Bob would have the three newest sales reps work directly for him as trainees. Thus, Beverly would supervise Bob and the other three CSR's directly; she would supervise the three trainee reps indirectly through Bob. The chart below shows the organization of First Union's Consumer Credit Sales Division.



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Section – A

Attempt all Questions

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Total = 20 marks

Q1 What is Human resource management and how it relates to other management process?	CO1
Q2.What is the difference between job description and job satisfaction.?	CO1
Q3 Anita Wants to collect information about the job of CEO of a small scale Manufacturing set up. She chooses Questionnaire as her technique. As a Human Resource student you must give her the inputs reading the applicability of this method.	CO5
Q4. What Training, how is it different from Development ?	CO2
Q5. Define Wages.	CO3
Q6. What are some of the monetary and non- monetary incentives?	CO1
Q7. Define recruitment? Mention the sources of recruitment.	CO1
Q8. How Halo effect has an impact on performance appraisal?	CO1
Q9 What is managerial competence?	CO1
Q10. Give one line explanation to following principles of learning ♦ Participation: ♦ Repetition:	CO1

Section – B

Attempt any four Questions
All questions carry 5 marks each.
Total = 20 marks

Q1 Explain how human resource management can be instrumental in helping a company create competitive advantage.	CO3
Q2. How Human Resource Management supports the strategic management?	CO2
Q3 What are five main things you would do to recruit a diverse workforce?	CO5
Q4. Describe and illustrate how you would go about identifying training requirements?	CO2
Q5. In a company with only 25 employees, is there less need of job descriptions? Why or Why not?	CO1

Section – C

Attempt All
All questions carry 15 marks each.
Total = 30 marks

Q1. What is Career? What is career Development? What are the different stages of career in a person’s life? Whose responsibility is career progression? Why?	CO1
Q2. What is training? What are its various components? Go through the following caselet and discuss what kind of training will help.	CO2, CO3
<p>Jim Mullens likes supervising the customer service unit. This unit is responsible for updating customer accounts and files as well as for providing information to the customer and other employees. Typically, the customer service representative he supervises answers questions about the service, provide information about the customer’s account, modify the files so that it is up to date and correct. The unit was formed only recently to handle the volume of customer direct calls more efficiently by using the newly installed on –line information system.</p> <p>Unfortunately, the planning for the new unit was not done well. The on- line computer system was purchased and installed before the actual operations people were brought in. As a result, Jim was given the responsibility for getting the unit up and running within one week. He had to make some quick personnel selections and take care of many administrative details within a short period. Now three weeks after relieving the assignment, Jim feels quite a sense of accomplishment. He has been lucky that things worked out as well as they have. In fact, the only thing Jim is concerned about now is how the reps handle the customer calls.</p> <p>Jim knows that good telephone etiquette is essential to the successful accomplishment of his unit’s mission, yet his reps use many different styles in answering the phone and do not follow basic rules. For – example, the reps commonly neglect to put customers on hold while they search for information. When asking questions, they do not explain the reason for the inquiry; they do not verify the information; defensively when they do not know the answers. These are major – but not the only and, at times, they react – things they do wrong</p> <p>Jim knows that he must train them in techniques of proper phone etiquette. There is no available training program to which he can send his personnel. Therefore, he must provide the coaching and training to the reps while they are on the job</p>	

Section D

Attempt all questions mentioned after the case.

All questions carry 15 marks each

Total =30

Case Study : National Office Supplies

You have recently been appointed as HR advisor for National Office Supplies, a provider of stationery and office furniture for businesses throughout the UK. Whilst based at their headquarters in Hertfordshire, part of your role is to visit the regional sales offices and to audit their HR processes and practices. The company has experienced sound levels of growth in recent years and has experienced growth in turnover of one-third in the last three years. Prior to your appointment, the HR manager worked alone, aside from an administrative assistant, involved primarily in advising regional managers on recruitment and selection, conducting induction and ensuring that the company's policies (such as health and safety and equal opportunities) complied with legislation. Typically, she would only visit regional offices to attend disciplinary or grievance meetings. Whilst the company has broad guidelines on how each department is managed, the general attitude among senior management at HQ has been that as long as each office is performing adequately, they are happy not to intervene or get too involved at regional level unless directly asked to do so. However following the recent growth of the firm from a relatively small, tight-knit organisation to a larger, more bureaucratic company, the senior managers are keen to introduce a 'performance culture' into the firm and to formalise and standardise its key HR processes.

You have been asked to visit all the regional offices to observe their performance appraisals being conducted as the basis for writing a set of guidelines that can be circulated to all regional sales managers as 'best practice'. The current guidelines simply state that performance appraisals should be conducted at least annually. Regional managers are provided with a pro forma which they are advised to use to prepare for and record the appraisal. This was downloaded from the internet by the HR administrator. Each year regional managers are given a sum of money to distribute to their teams in recognition of performance but how managers do this is left to their discretion. Given the sound financial performance of the firm in the previous year, each managers have been given £3000 this year to pay as bonuses, although this can rise or fall depending on how well the company as a whole has done over the previous year.

The South West region office

Alex Scally is the regional sales manager for the South West, running from the foot of Cornwall in the West to Bournemouth in the East and Gloucester in the North. She is a gregarious, extrovert character who is

very hard to dislike. She runs her office in a very informal manner and is well-liked by her team. A chat with one of her team suggests that she is very good at 'putting an arm around your shoulder if things aren't going so well' and for being fulsome with her praise when things go well. Like her management style, her appraisals are best described as an informal chat. She encourages her team members to do much of the talking, outlining things they think they've done well and that they excel at and ways they could improve their sales. The mood is typically relaxed, upbeat and positive. Alex doesn't write anything down and appears to have no paperwork to refer to during the appraisal Alex takes the view that appraisals are 'no big deal', downplaying their significance partly because she doesn't want them turned into a focus for criticism or praise. She views appraisals simply as an opportunity to reinforce things that were done well and to 'geed up' the team. Although there are no formal plans for future action agreed at the meeting, she takes the view that all other things being equal, if people do better than the previous year then they're performing well. Alex tells you that she makes decisions about bonuses based on gut instinct, not by referring to *'facts and figures which don't show the full picture'*. Matt Berninger, who the manager refers to as the most natural salesman she's ever come across (partly because, in Alex's words, he can 'talk the talk') has scooped the lion's share. Examining the way that the region is divided up between the team, this salesman also happens to have the 'patch' that includes Bristol. She says of his decision-making process that *'usually most of the team are happy with their share, some are just pleased to get anything. Anyway, even if they don't like it, then it'll just make them work harder next time'*.

The Southern region office

Daniel Rossen is the regional sales manager in the southern area, stretching between Bournemouth, Brighton and Reading. Daniel is an altogether different character to Alex. He is reserved and fastidious in his work and well-respected among his colleagues although one team member that 'he keeps himself to himself'. Daniel views the appraisal process as the focal point on the HR calendar and plans meticulously for each appraisal collecting and collating performance data that he has recorded and reviewing the year's performance against the agreed objectives set in the previous appraisal. Having sat in on Daniel's appraisals (a process he was none too happy about) you note that in they largely represent a series of questions fired by Daniel at the appraisee, many of which require simply a one word answer which the manager records by ticking a box on a pro forma that he has prepared himself. The questions asked of the team members focus on areas for improvement, typically by asking appraisees about why, for example, they failed to obtain or have lost a particular contract. Daniel takes the view that performance can only be improved if previously-made mistakes are avoided in future. Reflective of the significance attached to appraisals by Daniel, appraisees seem to be nervous, uptight and defensive, frequently having to justify their activities

over the year. Daniel makes his decision over the allocation of bonuses, partly on the basis of the number of ticks in the 'right' box, along with a consideration of volumes of sales generated, although he is keen to stress that he seeks to reward his team not only on the basis of total sales but also on the context and way that those sales have been achieved. This year, the highest bonus was paid to the salesman who in the week running up to his appraisal secured a large order for office furniture. The lowest bonus was paid to Kim Gordon who was on maternity leave for the last three months and who was unable to attend an appraisal. Daniel is keen to stress to you, however, that he makes a point of clearly communicating his decision to employees so that they know he is being fair, but admits to ensuring that everyone gets something just to keep morale up.

Before you visit the remaining regional offices, you have decided to set out some guidelines based on what you have witnessed at the Southern and South West offices, on the basis of which to assess the way that appraisals are conducted. The intention is to develop these guidelines so that they can be circulated to managers to help them conduct more effective appraisals. You decide to start this process by identifying areas of good and bad practice in the two offices.

Q1. Outline the good and the bad practices at both the offices?	CO5,
Q2. Discuss the most suitable method to appraise the performance?	CO4,