

Roll No. _____



University of Petroleum & Energy Studies
College of Management & Economic Studies
Dehradun

End Term Examination – May, 2017

Programme Name: MBA (General Management)
Subject: Human Resource Management
Subject code: MBCH 732

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 Good Manpower Planning activity of an organization ensures enhanced employee morale and motivation
- Q-2 Guest Model of Human Resource Management is used to find the optimum number of people required by the organization
- Q-3 Layoff is a suitable method of downsizing that is commonly used by organizations
- Q-4 Retrenchment is a technique used for business development
- Q-5 Using contractual workforce is a suitable strategy for dealing with long term shortage of manpower
- Q-6 Outsourcing of business processes is done so that the organization can diversify its business
- Q-7 Success of a recruitment drive of an organization depends on local labor market conditions
- Q-8 Recruitment is basically a marketing activity
- Q-9 Context validity of a selection tool ensures that the tool is actually measuring what it is supposed to measure
- Q-10 Marcov Chain analysis is used for planning recruitment and selection process in a business organization
- Q-11 Interviews are basically highly subjective tool of selection
- Q-12 Selection process in an organization can fully be outsourced to a dedicated recruitment firm.

- Q-13 Effective orientation program ensured that the new joiners get rid of “I am new” feeling as soon as possible
- Q-14 Training need analysis is a sub function of Training and Development that is closely linked to recruitment process
- Q-15 Ranking is the most commonly used job evaluation method in big multinational corporations
- Q-16 Incentives are provided to the employees so that they may maintain and develop their skills
- Q-17 Bonus is an incentive
- Q-18 DA is an incentive
- Q-19 360 degree performance appraisal method is best suited in a software development company
- Q-20 Bell Shape Curve (Normal Distribution) based performance appraisals promote team spirit and bonding among employees

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 is the purpose of replacement chart and succession planning in an organization? Explain in brief
- 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 garment manufacturing company that is 100% export oriented. The customer base of your company is global, majority being in US, Europe, Middle East, and Far East. Since your company is 100% export based, your production schedule is subject to economic and political fluctuations of the international market. Sometimes there is huge upsurge of orders, while at some other times, the orders 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 labor surplus, and
- (c) Minimum labor cost

Q-27 Multinational companies 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?

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.