

Name:
Enrolment No:



UNIVERSITY WITH A PURPOSE

UNIVERSITY OF PETROLEUM & ENERGY STUDIES

End Semester Examination (Online) – July, 2020

Program: MBA O&G
Subject/Course: HRM
Course Code: HRES 7007

Semester: II
Max. Marks: 100
Duration: 3 Hours

IMPORTANT INSTRUCTIONS

1. The student must write his/her name and enrolment no. in the space designated above.
2. The questions have to be answered in this MS Word document.
3. After attempting the questions in this document, the student has to upload this MS Word document on Blackboard.

		Marks	COs
Q.1	a) Many organizations evaluate managers on such personality factors as aggressiveness, cooperation, leadership and attitude. Do you think this kind of rating makes sense? (10 Marks) b) Human resource strategies can be stimulating to produce and satisfying to display, but how can we make sure that they are implemented? (10 Marks)	20	CO3
Q.2	a) Discuss how you would you write job descriptions and job specifications for a business development executive in retail business of an oil company in downstream sector. (10 Marks) b) Assume that as a result of HR planning, a hospital identifies a shortage of physical therapists but a surplus of administrative workers. Discuss the actions that might be taken to address these problems, and explain why they must be approached carefully (10 Marks)	20	CO 3
Q.3	a) Discuss the relevance of contingency theory to human resource management. (10 Marks) b) Discuss the statement: “In many ways, all managers are and must be HR managers.” (10 Marks)	20	CO3
Q.4	Develop an outline of a strategic HR plan for the company that you have worked for or a college/ University you have attended. a) What seem to be this organization’s main strategic aims? b) What is the competitive strategy of this organization? c) What would the strategic map for this organization look like?	20	CO4

	<p>d) How would you summarize your recommended strategic HR policies for this Organization?</p> <p style="text-align: right;">(5 Marks each)</p>		
<p>Q.5</p>	<p>Improving Performance at the Hotel Paris The New Training Program</p> <p>The Hotel Paris’s competitive strategy is “To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability.” HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy, by eliciting the required employee behaviors and competencies. As she reviewed her company’s training processes, Lisa had many reasons to be concerned. For one thing, the Hotel Paris relied almost exclusively on informal on-the-job training. New security guards attended a 1-week program offered by a law enforcement agency, but all other new hires, from assistant manager to housekeeping crew, learned the rudiments of their jobs from their colleagues and their supervisors, on the job. Lisa noted that the drawbacks of this informality were evident when she compared the Hotel Paris’s performance on various training metrics with those of other hotels and service firms. For example, in terms of number of hours training per employee per year, number of hours training for new employees, cost per trainee hour, and percent of payroll spent on training, the Hotel Paris was far from the norm when benchmarked against similar firms. As Lisa and the CFO reviewed measures of the Hotel Paris’s current training efforts, it was clear that (when compared to similar companies) some changes were in order. Most other service companies provided at least 40 hours of training per employee per year, while the Hotel Paris offered, on average, no more than 5 or 6. Similar firms offered at least 40 hours of training per new employee, while the Hotel Paris offered, at most, 10. Even the apparently “good” metrics comparisons simply masked poor results. For example, whereas most service firms spend about 8% of their payrolls on training, the Hotel Paris spent less than 1%. The problem, of course, was that the Hotel Paris’s training was not more efficient, it was simply nonexistent. Given this and the commonsense links between (1) employee training and (2) employee performance, the CFO gave permission to proceed for Lisa and her team to design a comprehensive package of training programs for all Hotel Paris employees. They retained a training supplier to design a 1-day training program composed of lectures and audiovisual material for all new employees. This program covered the Hotel Paris’s history, its competitive strategy, and its critical employee capabilities and behaviors, including the need to be customer oriented. With a combination of lectures and video examples of correct and incorrect behaviors, the behavior-modeling part of this program aimed to cultivate in new employees the company’s essential values, including, “we endeavor to do everything we can to make the guests’ stay 100% pleasant.” The team developed separate training programs for each of the hotel’s other individual job categories. For example, it retained a special vendor to create computer-based training programs, complete with interactive scenarios, for both the front-desk clerks and telephone operators. As with all the new training programs, they had these translated into the languages of the countries in which the Hotel Paris did business. The team chose</p>	<p>20</p>	<p>CO4</p>

	<p>to stay with on-the-job training for both the housekeeping and valet/door person job categories, but formalized this training with special handbooks for each job category's supervisory staff. For assistant managers, the team developed a new videoconference based online training and development program. In this way, the new managers could interact with other assistant managers around the chain, even as they were learning the basics of their new jobs. Lisa and the CFO were not at all surprised to find that within a year of instituting the new training programs, scores on numerous employee capabilities and behavior metrics (including speed of check-in/out, percent of employees scoring at least 90% on Hotel Paris's values quiz, and percent room cleaning infractions) improved markedly. They knew from previous analyses that these improvements would, in turn, drive improvements in customer and organizational outcomes, and strategic performance.</p> <p>a) Have Lisa and the CFO sufficiently investigated whether training is really called for? Why? What would you suggest? 5 marks</p> <p>b) What would you have suggested Lisa and her team do first with respect to training, particularly in terms of the company's strategy? Why? 5 marks</p> <p>c) Develop a detailed training program for one of these hotel positions: security guard, housekeeper, or door person. 10 Marks</p>		
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ANSWERS