- 6 MAR 2025 (A)

	Minor Examination Question Paper	Review Date:
THE NORTHCAP UNIVERSITY	THE NORTHCAP UNIVERSITY SCHOOL OF BUSINESS	Semester: II Session: JAN-JUNE 2025
	Program: MBA Course Name: Management of Human Resource Course Code: BSL502	Maximum Marks: 40 Duration: 90 minutes Sheet 1 of 2

Instructions

1. The paper has THREE Sections.
   a. Section A has 5 questions of 2 marks each.
   b. Section B has 2 questions of 7.5 marks each.
   c. Section C is Application Based and has 3 questions of 5 marks each.
2. There is **NO CHOICE** in this paper.
3. Attempt one section fully before starting with a new section.
4. This paper does NOT require use of any log/statistic table(s)
5. This paper does NOT require use of any calculator.

Course Outcomes

CO1	Understanding what Human Resource Management and its Strategic place in the Organization is.
CO2	Understanding the different verticals within HR and their impact to the organization.
CO3	Understanding the employee life cycle in the organization.

SECTION A

Short Answer Type Questions

10 marks

Q#	QUESTION	Marks	CO#
1.	Define Human Resource Management?	2	CO1
2.	Define the key aspects of Human Resource Management?	2	CO2
3.	Define the Human Resource Planning?	2	CO2
4.	Define Job Analysis, Job Description and Specifications	2	CO2
5.	How does HR play a Strategic role in an Organization?	2	CO1

SECTION B

Long Answer Type Questions

15 marks

Q#	QUESTION	Marks	CO#
6.	Explain the different areas of Key aspects of HRM?	7.5	CO2
7.	Explain 3 HR Model- Ulrich Model, Warwick Model and Fomburn Model?	7.5	CO1

SECTION C

Application Based Question / Case Study

15 marks

When most people think of car-rental firms, names of Hertz and Avis usually come to mind. Enterprise Rent-A-Car has overtaken both of these industry giants, and today stands as both the largest and the most profitable business in the car-rental industry.In 2001, for instance, the firm had sales in excess of $6.3 billion and employed over 50,000 people.

Jack Taylor started Enterprise in St. Louis in 1957. Taylor had a unique strategy in mind for Enterprise, and that strategy played a key role in the firm's initial success. Most car-rental firms like Hertz and Avis base most of their locations in or near airports, train stations and other transportation hubs. These firms see their customers as business travelers and people who fly for vacation and then need transportation at the

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end of their flight. But Enterprise went after a different customer. It sought to rent cars to individuals whose own cars are being repaired or who are taking a driving vacation.

The firm got its start by working with insurance companies. A standard feature in many automobile insurance policies is the provision of a rental when one's personal car has been in an accident or has been stolen. Firms like Hertz and Avis charge relatively high daily rates because their customers need the convenience of being near an airport and /or they are having their expenses paid by their employer. These rates are often higher than insurance companies are willing to pay, so customers who use these firms end up paying part of the rental bills themselves. In addition, their locations are also often inconvenient for people seeking a replacement car while theirs is in the shop.

But Enterprise located services in downtown and suburban areas, where local residents actually live. The firm also provides local pickup and delivery service in most areas. It also negotiates exclusive contract arrangements lower rates that are more in line with that what insurance covers.

In recent years, Enterprise has started to expand its market base by pursuing a two-pronged growth strategy. First, the firm has started opening airport locations to compete with Hertz and Avis more directly. But their target is still the occasional renter rather than the frequent business traveler. Second, the firm also began to expand into international markets and today has rental offices in UK, Ireland and Germany.

Another key to Enterprise's success has been its Human Resource strategy. The firm carefully targets a certain kind of individual to hire; its preferred new employee is a college graduate from the bottom half of the graduating class, and preferably one who was an athlete or who was otherwise actively involved in campus social activates.

The rationale for this unusual academic standard is actually quite simple. Enterprise managers do not believe that especially high levels of achievements are necessary to perform well in the car-rental industry, but having a college degree nevertheless demonstrates intelligence and motivation. In addition, since interpersonal relations are important to its business, Enterprise wants people who were social directors or high-ranking officers of social organizations such as fraternities or sororities. Athletes are also desirable because of their competitiveness.

Once hired, new employees at Enterprise are often shocked at the performance expectations placed on them by the firm. They generally work long, grueling hours for relatively low pay. And all Enterprises managers are expected to jump in and help wash or vaccum cars when a rental agency gets backed up. All Enterprise managers must wear coordinated dress shirts and ties and can have facial hair only when" medically necessary". And women must wear skirts no shorter than two inches above their knees or creased pants.

So what are the incentives for working at Enterprise? For one thing, it's an unfortunate fact of life that college graduates with low grades often struggle to find work. Thus, a job at Enterprise is still better than no job at all. The firm does not hire outsiders-every position is filled by promoting someone already inside the company. Thus, Enterprise employees know that if they work hard and do their best, they may very well succeed in moving higher up the corporate ladder at a growing and successful firm.

Q#	QUESTION	Marks	CO#
8.	Would Enterprise's approach to human resource management work in other industries?	5	CO1
9.	Does Enterprise face any risks from its human resource strategy?	5	CO1
10.	Would you want to work for Enterprise? Why or why not?	5	CO2

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