



**International Institute of Health Management Research (IIHMR), New Delhi**

**PGDM (HOSPITAL AND HEALTH MANAGEMENT)**

**(Batch 2022-2024)**

**CC-609-HUMAN RESOURCE MANAGEMENT**

**SUPPLEMENTARY EXAM. (2<sup>nd</sup> & 3<sup>rd</sup> Term)**

**Time allowed: 3 hours**

**Max. Marks: 100**

**Directions:** Attempt Five questions in all. Question no. 1 and Question no. 8 are compulsory.

Q1. Write short notes on any five:

(5 X 4= 20)

- (a) Computerized forecast
- (b) Delphi Technique
- (c) Job evaluation
- (d) Structured interview
- (e) In-basket game
- (f) Grievance Redressal
- (g) Management by objectives (MBO)
- (h) Collective bargaining

Q2.(a) Give a suitable definition of HRM to discuss its nature and scope. Why is it considered to be one of the most significant business functions of modern day organization? (10 marks)

(b) What is the process which should be followed for job analysis? Whose responsibility is job analysis in an organization? (10 marks)

Q3. (a) Why does an organization need performance management systems? What should be the aims of a performance management system? What are the elements of a performance management system? (10 marks)

(b) Compensation refers to both extrinsic rewards and intrinsic rewards'. Explain this statement and state briefly the objectives that guide the design of compensation system. (10 marks)

**Contd...2..**

Q4. (a) Why are trade unions important? Describe the Trade Union Act, 1926 and list its objectives. Why do employees join trade unions? (10 marks)

(b) What are the different career development approaches? (10 marks)

Q5. (a) What does Socialization mean? Why is Socialization of a new employee gaining increased importance? (10 marks)

(b) What is human resource planning? Kindly explain the various forecasting techniques for HRP? (10 marks)

Q6. (a) What is employee safety? Outline the causes for industrial accidents. How can they be avoided? (10 marks)

(b) How does arbitration differ from grievance procedure? Bring out the respective roles in resolving disputes. (10 marks)

Q7. (a) Bring out differences between training and development? What are the steps involved in training and development programme. (10 marks)

(b) You work as a Recruitment Manager and you have been asked to do a Reference Check for two candidates. How will you go about doing the reference check? (10 marks)

Q8. XYZ Ltd is a public sector undertaking with staff strength of 1200 including 300 officers. As per the recruitment policy of the company most people join as trainees and after successful completion of training, are absorbed at the lowest intake level. Thus, in the case of workers, most start at Technical / Operator trainees and officers as Management trainees. The company expects the higher posts to be filled by promotions and therefore, as far as possible avoids direct recruitment to higher positions. Only when there is an urgent requirement of a person to fill a higher post and no candidates from within the organization are eligible that an open advertisement is released.

In 1992 the company urgently needed one Junior Engineer (Instrumentation) to take charge of one of its plants. At that time, the company had four junior engineers in position who had joined as Management Trainees in 1980 and had been Confirmed in 1981. Immediately above there was an Assistant Engineer, who in turn reported to the Project Manager. The company released an advertisement for the position of JE, seeking applications from those with at least two years' work experience in the field. One Ramesh Chaudhari who had 4 years' experience in a private concern applied and was selected. He found the terms of appointment very lucrative and joined the company in May 1992. As four JEs were already working in the company, Chaudhari became the junior most JE as per the promotion policy of the company; the four JEs would become eligible for promotion to the post of 'Assistant Engineer' in 1985 (on completion of four years' of service) and Chaudhari in 1986

In July 1993 the Assistant Engineer left his job and hence the company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of 5 years experience. Chaudhari met the specification since he had four years experience plus one year in XYZ Ltd... Therefore, he applied for the post through proper channel. The company decided to call all the eligible candidates for interview. Accordingly, Chaudhari was also called along with the external candidates. He performed exceedingly well in the interview and was found suitable for the post. The GM who was chairman of the selection committee congratulated Chaudhari and told him that he had been selected.

However the GM changed his mind subsequently and asked the HR Officer not to issue appointment letter to Chaudhari. He gave the following reasons for reversing his decisions.

a) Ramesh Choudhari would get a higher post after completion of just over year's service in the organization as against the normal requirement of four years

b) When Ramesh Choudhari joined he was junior to the four JEs – in fact they had already decided to seek jobs elsewhere if Chaudhari became Assistant Engineer

The GM was convinced that he could not afford to lose four JEs and therefore he chose to disappoint Chaudhari.

Q (a) If Chaudhari had been an external candidate; would he have got the job? As an internal candidate did he deserve to be treated in a different fashion?

Q (b) Did the management make a mistake in calling Chaudhari for an interview and selecting him when he was “too junior” in the organization?

Q (c) Are there any drawbacks in the recruitment and promotion policies of the company?

(20 marks)