

Post Graduate Diploma in Management (Hospital & Health Management)

PGDM – 2024-26 Batch

1st Year – 2nd Semester End Examination

Subject & Code	: Human Resource Management (HRM)-CC 609	Reg. No.	:
Semester & Batch	: II, 2024-26	Date	: 25-04-2025
Time & Duration	: 10:30 A.M.-01:30 P.M. (3 Hrs.)	Max. Marks	: 70

Instructions:

- Attach the Question Paper along with the Answer Paper.
- Budget your time as per the marks given for each question and write your answer accordingly.
- Don't write anything on the Question Paper except filling in Part-A Answers and writing your Registration No.
- Mobile Phones are not allowed even for computations

Part A: Answer all questions Total 15 Marks (2 Marks from Q .1 to Q .7 and 1 Mark for Q.8)

1. Mention 4 methods of Job Evaluation?
2. What is Job Specification? Give an example
3. Mention 2 uses of stay- in interview for HR manager
4. What is head-hunting?
5. What is the usefulness of Critical Incident technique for HR Managers?
6. What is the role of the 'reference letter' in recruitment?
7. What is KCM model of career planning?
8. Expand BARS

Part B: Answer 5 questions

5x5 = 25 Marks

9. What are grievances? Discuss in detail the stages of the typical grievance procedure?
10. What are the various demand forecasting techniques of human resource planning?
11. What is the purpose and process of recruitment function? Discuss various methods of sourcing manpower.
12. What is a 360-degree appraisal system? What are its advantages and disadvantages
13. What is Training? Discuss the need for training in an organization
14. What is international compensation? Describe its different components.
15. You as a Manager what are the different strategies you would propose to retain public health workers in health facilities in India.

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Part C: Answer 1 questions

1x15 = 15 Marks

16. Why induction is important for an employee and for the organization. Suggest innovative induction methods you would like to introduce as a manager in an organization

17. What is Job Analysis? What are the methods of conducting Job analysis?

18. Case Study (Compulsory)

1x15 = 15 Marks

Forced ranking is a performance appraisal system popularized by Jack Welch when he was CEO of General Electric. It is a system that has been given the derogatory label of 'rank and yank' by its critics. The intent of the forced-ranking system is to improve the performance level of an operation by getting rid of the bottom 10 percent of performers and hiring replacement that will perform at a high level. Ranking performance can be made in a variety of way. For example, a forced distribution can pre-assign a set percentage of employees that must be placed into categories such as 'most-effective', 'average', and 'needs improvement'. Alternatively, a simple ranking of workers from best to worst can be used. Top performers may be rewarded and offered promotion or training. Low performers may be given a warning or terminated.

Forced performance has been employed by several companies, but some legal challenges have been made. For example, Microsoft successfully defended several discrimination suits challenging its use of forced-ranking system. Conoco used a forced-ranking system and reached an out-of-court settlement in a discrimination lawsuit. Ford Motor Company implemented a forced-ranking system in Jan 2000 and ended up paying an award of \$10.5 million because of class action suits charging that the system had a disparate impact on some subgroups of employees. Overall, however, there have been relatively few legal challenges to the forced-ranking systems. It remains a controversial management practice.

A potential downside of forced ranking is increased competitiveness among workers. Under the forced-ranking system, workers can become less focused on common or collaborative tasks. Instead, workers might focus on their individual performance and ranking. The net result can be less teamwork and a negative impact on productivity.

Questions:

1. Do you think forced ranking is a good performance management system? Why or why not?
2. As a manager, would you prefer to rely on absolute performance (absolute system is where the supervisors make judgments about an employee's performance based solely on performance standards. Comparisons to the performance of coworkers are not made) rating system or a relative rating system, such as forced ranking? Why?
3. Is it better to exchange a poor performer or to try to develop and improve that worker? Justify