

END TERM EXAMINATION

Batch- PGDHM (2019-21)

Subject: Human Resource Management

Course code: CC -609 Max. Marks: 70

Duration: 3 hours

Directions: Attempt Six questions in all. Question no. 1 and Question no. 9 are compulsory.

Q1. Write short notes on any five:

(5 X 4= 20)

- (a) Job Description
- (b) E- Recruitment
- (c) Sensitivity training
- (d) 360-degree appraisal
- (e) Protean career
- (f) Collective Bargaining
- (g) Grievance Redressal
- (h) Behavioral Interview

Q2. One LinkedIn article wrote “HR departments are trying to serve two masters – which, in most cases, is not very successful. On the one hand, they are there to provide support for the employees and, on the other hand, they are there for the company and the senior management to help manage (and monitor, discipline, appraise, etc.) employees” Do you agree with the author that there is inherent conflict of interest in the HR Manager’s role?

(10 marks)

Q3. (a) Define and discuss the objectives of Human Resource Planning at organizational level. How does it help in determining and evaluating future organizational capabilities, needs and anticipated problems? Explain with suitable examples.

(5 marks)

(b) Describe Innovative sources for recruiting a RJ for a radio channel.

(5 marks)

Q4. (a) Can a case method be used for training an audience of 200 policemen on assertiveness skills? Justify your answer giving valid reasons.

(5marks)

(b) Describe the different career paths an employee can follow.

(5 marks)

Q5. Case Study Scenario

Following is an excerpt from the blog of a Manager in an IT firm in which he / she suggests a method of selection for managers in an IT firm.

“Presently the Managers have been selected by the companies on the basis of their qualification and their work experience. Mostly the work experience plays a big role in selection process. Most of the companies adopt traditional method to select the Managers i.e. on the basis of their

work experience specially Domain expertise. I feel the current approach to select the Managers should be given a fresh look. The Managers in the companies should be selected based on their managerial capability, leadership quality, interpersonal relationship, entrepreneur skills, problem solving capability, decision making, innovation and creativity, analytical approach etc. rather than based on their Domain expertise. History has proved that the person from other stream with above qualities always delivery better result as he / she will put more interest in their work and can generate new ideas as they have more knowledge about other industries also. Also the selection process has to be changed from two / three formal round of interviews. In fact, now the HR managers should use the latest techniques like:

1. Chatting over Messenger as preliminary discussion to know the background of the candidate. With this the person's ability to communicate and writing can also be checked.
2. Telephonic interview by HR Manager to know more about each other. Candidate aspiration for his / her carrier. This will also help in gauging the candidates verbal communication ability.
3. Telephonic interview by Technical personal. This is to gauge the technical ability of the person.
4. Final interview (face to face) and if selected then the salary negotiation etc. The above process will definitely save the precious time of senior managers involved in the interview process also the right candidate can be selected for right job."

Exercise: Comment on the selection process suggested. (10 marks)

Q6. (a)What is the objective of Labor relations? What are the different laws related to Industrial relations? Explain any two of your choice. (5 marks)

(b) What disciplinary process is required to be followed in an Industrial environment? (5 marks)

Q7. You have been appointed the HR manager for a new start up. What are the different steps you will take for designing the Compensation of your newly found organization? (10 marks)

Q8. (a) The BARS (Behaviorally Anchored Rating Scale) is a combination of Rating Scale and Critical Incident method of appraisal. Explain this with illustration. (5 marks)

(b) "Induction programmes reinforce an organization's employment promise. Increasingly, recruitment and training are emerging as major costs for companies and, therefore, the need to maximize attraction and retain talent," says Nishchae Suri, managing director for Mercer, India. How do you think Induction training contributes to Retention of talent? (5 marks)

Q9. Case study (10 marks)

Jaiprakash Singh sat staring into his coffee cup long after he had taken the last sip. He shook his head in total disbelief of the situation that he was in. "I was thinking of growing the company – and here I am running to stay at the same place". He watched his friend Anand finish his game of tennis and walking towards him. Anand had been in a large consulting house for many years now and was to be seen rarely at the tennis courts due to his hectic travelling. "Maybe I should ask for his advice – he has been helping organizations out of their mess for a

living!” he sat wondering how to make the first move. Anand made it easy for him saying, “So how’s the new job going Mr. President”, as he slumped into the chair next to him. Here’s their conversation reported verbatim.

JS: Not so good! Could be better if you helped!

A: Happy to be of help – tell me!

JS: I have been in this job for over a month now and all I seem to be doing is interviewing people or listening to their personnel problems

A: Why is it that you have been interviewing people? Shouldn’t that be the job of the HR department? Don’t you have one in your organization?

JS: Yes, we have! But the HR department does not hire top management people. As soon as I took over I found that two of my Vice Presidents are about to retire and there is nobody to replace them.

A: Have you hired someone?

JS: Yes, I have and that is part of the problem! I hired a guy from outside. As soon as an announcement to this effect was made, one of my department heads resigned. He said he had been looking forward to gaining that position for the last seven years and hiring somebody from outside has angered him a lot. Now you tell me how was I to know that he wanted the job?

A: What have you done about the other Vice President’s job?

JS: Nothing till now because I am afraid someone else might quit because they were not considered for the job. There’s much more to my problems than just this. I just found out that among our youngest professional employees, engineers and accountants there has been an 80% turnover over the last three years. These are the people we promote around here. In fact, that’s how I started out in this company, I was a chemical engineer.

A: Has anyone tried to find out why they are leaving?

JS: Yes, and more or less they all have the same answer which is that they don’t feel they have a future here. May be I should call them all together and explain how I progressed in the company.

A: Have you ever considered implementing a Human Resource Planning system?

JS: Human Resource Planning! Now what is that?

Question (a) How should the HRD consultant answer the President’s question?

Question (b) What would be required to establish a Human Resource Planning system in this company?