END TERM REAPPEAR EXAMINATIONS

Batch- PGDM (2020-22)

Subject: Human Resource Management

Course code: CC -609   Max. Marks: 70   Duration: 2 hours

Directions: Attempt Four questions in all. Question no. 1 and Question no. 6 are compulsory.

Q1. Write short notes on any five: (Compulsory)   (50words)
          (5 X 5= 25)

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

Q2. What are internal and external sources of recruitment?
Infosys is a very strong employer brand in India. In the ad given below an employee in Infosys speaks about the organizational culture, vision, mission, image and his relationship with the organization and how he succeeded within the organization as well as how well the organization fulfilled his career aims and his achievements. This style of employer branding is used to recruit the best talent, through testimonies given by their employees in the recruitment advertisements. What is an Employer Brand and what are the other Employer brand building strategies companies like Infosys are adopting which other organizations can learn from?   (10marks)

Q3.(a) The BARS (Behaviourally Anchored Rating Scale) is a combination of Rating Scale and Critical Incident method of appraisal. Explain this with illustration.   (5 marks)

(b) A coffee café has to routinely train its people on brewing coffee. Do you think an apprenticeship would be the best way for a person to learn brewing coffee? What are the advantages and disadvantages of using this method?   (5 marks)

Q4. What is HRM? What are its functions? There is a clear overlap between the core roles of modern HRM and the 'traditional' functions of personnel management. However, the emphasis has changed. How?   (10 marks)

Q5. (a)What is the objective of Labour 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)

Q6. Case study (Compulsory)
　　　(25marks)

Sujata (VP – Human Resources) for a multinational healthcare- PharmGlobe was still in a dilemma with regards to the management expectations on the selection front. The management wanted the company to develop a new personnel selection system; they had expected the HR team to fill in the new positions with qualified employees. The management team was not happy with some of the mid to senior hires that joined since the last two years.

Background

On an early Monday morning meeting, around January end, when Sujata heard about this, it immediately occurred to her that it would be a herculean task. She knew that the existing selection instruments were not up to the mark. After the application documents were analyzed the structured interviews with the candidates were conducted. If both interviews came to a positive result, the candidate would proceed to the next round. The assessment centers consisted of biographical questions, case studies on leadership and a leaderless group discussion. Lastly, references were obtained for each candidate through the normal reference procedure that they had been following since years.

Since the last two years, several business heads have been finding faults in the design of this approach. There was a very slim chance of modification as the assessment centers were conducted by external consulting firms. One of their leaders, Dr. Swati, a part of their senior leadership team at PharmGlobe since the last three years, perennially questioned the reliability and validity of such a system and also the personnel selection system on the whole. Sujata, did not have the interest in empirically evaluating the validity of the assessment centers and statistically analyzing the outcome of such personnel selection procedures. "Who has the time for such activities", she would mutter under her breath. Over the years, she used to justify her actions to the Management team, by indicating that overall efforts to improve the current selection had never been undertaken due to the limited time her team had and the budget was never sufficient for doing such activities.

The design and development of a new 'selection system' now posed a challenge for her team too. But, after a week on contemplation, she decided to 'take on' the challenge and prove to her organisation that she and her team are capable to handling this too.

Next Steps

She immediately, opened up her calendar on her recently purchased Samsung Galaxy S and first decided to call on a 'global meeting' with all the 7 HR heads and their next in line around the 1st week of March. Next she called the key leaders of her team which were 5 in all for a half a day meeting scheduled for the very next day and had a detailed 3 hour discussion on the subject to set the ball rolling.

Global Meeting:

"We are here today to modify our personnel selection system, which when completed will influence our entire selection process – globally" she announced in her opening and welcome address to the 20 odd human resources professionally seated in the board room.

After a detailed discussion, they first listed down the various roles they hire for : finance and accounting , supply chain management , sales and marketing, purchasing and human resources, then they came up with some suggestions on what components should be included in the assessment center and the dimensions for diagnosis. "The positions to be filled differ in their content , hence, one needs to define the job requirements and their profiles specifically for each position too ", chirped Saju, the HR head for Singapore .Again after half a day of discussion and brainstorming , they came up with six dimensions : planning/ organizing, initiative, adaptability, conflict management , decision making/ goal orientation and leadership . After all of them agreed on this, they wound up the meeting for the day

Sujata was extremely happy that the first day of brainstorming went off well. She was now contemplating on the plan of action for the next day, which should focus on the selection process. The next day, the team gathered at 9.30am sharp in the board room, Sujata, immediately announced the action plan for Day 2 and 3, step by step design of the entire selection process. After initial couple of hours debate: The first tier consisted of three modules: viewing of the candidates application documents, a telephone conference with the applicants that should be conducted in an unstructured manner and the obtaining two references from former employers. Four modules will follow the second tier: panel interview, a behavioral event interview, a simulated group exercise and testing procedure which would be out - sourced to an external consultant (wherein the reliability and validity would have been verified).

After a 3 day meeting, Sujata was now happy and was preparing herself to bounce this with all the business leaders, that was scheduled for next week.

Q(a) Is this the right selection strategy adopted by Sujata? Can you recommend further improvements on the same?

Q(b) Do you think the business leaders would have approved of her selection strategy? What could be some of the issues they would raise?