

**Post Graduate Diploma in Management (Hospital & Health Management)  
PGDM – 2022-24 Batch****Term – 1<sup>st</sup> Year 2<sup>nd</sup> Term End Examination**

<b>Course &amp; Code</b>	<b>: Human Resource Management, CC-609</b>	<b>Reg. No.</b>	<b>:</b>
<b>Term &amp; Batch</b>	<b>: II, 2022-24</b>	<b>Date</b>	<b>: 20/02/2023</b>
<b>Duration</b>	<b>: 3 Hrs</b>	<b>Max. Marks</b>	<b>: 70</b>

---

**Instructions:**

- 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 writing your Registration No.
  - Mobile Phones are not allowed even for computations.
- 

**Part A:** Q. 1 to Q.10 (10 questions\*1 marks = 10 marks).

**One liner, MCQs, True/False**

Q1. Personnel activities associated with human resource management most likely includes all of the following EXCEPT \_\_\_\_\_.

- A) providing incentives and benefits
- B) orienting and training new employees
- C) appraising employee performance
- D) building employee commitment
- E) developing customer relationships

Q2. One of the \_\_\_\_\_ functions of a human resource manager includes directing the activities of his or her subordinates in the HR department.

- A) coordinative
- B) corporate
- C) staff
- D) line
- E) implied

Q3. Which of the following terms refers to systematically moving workers from one job to another?

- A) Job rotation
- B) Job enrichment
- C) Job assignment
- D) Job enlargement

E) Job adjustment

Q4. All of the following are usually measured by a graphic rating scale EXCEPT \_\_\_\_\_.

- A) generic dimensions of performance
- B) performance of actual duties
- C) performance of co-workers
- D) achievement of objectives
- E) job-related competencies

Q5. Which appraisal method combines the benefits of narrative critical incidents and quantified scales by assigning scale points with specific examples of good or poor performance?

- A) behaviorally anchored rating scale
- B) constant sums rating scale
- C) graphic rating scale
- D) alternation ranking
- E) forced distribution

Q6. Trainees should be provided adequate practice and be allowed to work at their own pace during a training session in order to \_\_\_\_\_.

- A) screen applicants based on ability
- B) transfer skills more easily to the job
- C) provide employers with feedback
- D) determine appropriate pay scales
- E) save the employer time and money

Q7. Recruiting is necessary to \_\_\_\_\_.

- A) determine whether to use inside or outside candidates
- B) forecast the short-term supply of outside candidates
- C) create positive word-of-mouth about a firm
- D) create qualifications inventories
- E) develop an applicant pool

Q8. A recruiting yield pyramid is the historical arithmetic relationship between all of the following EXCEPT \_\_\_\_\_.

- A) internal and external candidates
- B) offers made and offers accepted
- C) recruitment leads and invitees
- D) invitees and interviews
- E) interviews and offers made

Q9. The ongoing process of systematically identifying, assessing, and developing organizational leadership to enhance performance is known as \_\_\_\_\_.

- A) action learning
- B) employee mentoring
- C) succession planning

- D) work sampling
- E) employee recruiting

Q10. In a structured situational interview, interview questions should primarily address \_\_\_\_\_.

- A) emergency situations
- B) essential job duties
- C) occupational benefits
- D) salary requirements
- E) personality issues

**Part B:**

Q11. Write short notes on any four: (4X5= 20)

- (a) Maternity Benefit Act 1961
- (b) Sources of Recruitment
- (c) Structured interview
- (d) Programmed Instruction
- (e) Grievance Redressal
- (f) Management by objectives (MBO)
- (g) Distributive Vs Integrative bargaining

**Part C:** Q.12 to Q.16 (3 questions \*10 Marks =30 Marks) Attempt any three.

- Q12. Define and discuss the objectives of Human Resource Planning at organisational level. How does it help in determining and evaluating future organisational capabilities, needs and anticipated problems? Explain with suitable examples.
- Q13. Explain the Kaleidoscope Career Model. What does a Protean career mean? What would be the role of HR in the career development of employees?
- Q14. 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?
- Q15. Induction programmes reinforce an organisation'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?

- Q16. (a) Describe the steps followed in disciplinary procedure? 5 marks  
(b) Differentiate between BARS and 360- degree appraisal 5 marks

Q17 **Case study- Compulsory (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.



INTERNATIONAL INSTITUTE OF  
HEALTH MANAGEMENT RESEARCH

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

JS: Human Resource Planning! Now what is that?

Q1. How should the HRD consultant answer the President's question?

Q2. What would be required to establish a Human Resource Planning system in this company?