



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.)–201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2017-19)
END TERM EXAMINATION (TERM-IV)**

Subject Name: **Recruitment, Selection and Retention**

Time: **02.00 hrs**

Sub. Code: **PGH-01**

Max Marks: **50**

Note:

- 1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.**
- 2. All questions are compulsory in Section A, B & C. Section a carries 2 Case Studies, 10 marks each. Section B carries 2 questions of 10 marks each and Section C carries 5 questions 2 marks each.**

SECTION A

10×02 = 20 Marks

Q. 1: Read the Case and answer the questions given below:

The Hotel Paris competitive strategy is to use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability. HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy by eliciting the required employee behaviors and competencies.

As she considered what she had to do next, Lisa Cruz, the Hotel Paris HR director, knew that employee selection had to play a central role in her plans. The Hotel Paris currently had an informal screening process in which local hotel managers obtained application forms, interviewed applicants, and checked their references. However, a pilot project using an employment test for service people at the Chicago hotel had produced startling results. Lisa found consistent, significant relationships between test performance and a range of employee competencies and behaviors such as speed of check-in/out, employee turnover, and percentage of calls answered with the required greeting. Clearly, she was onto something. She knew that employee capabilities and behaviors like these translated into just the sorts of improved guest services the Hotel Paris needed to execute its strategy. She therefore had to decide what selection procedures would be best. Lisa's team, working with an industrial psychologist, wants to design a test battery that they believe will produce the sorts of high-morale, patient, people-oriented employees they are looking for. It should include, at a minimum, a work sample test for front-desk clerk candidates and a personality test aimed at weeding out applicants who lack emotional stability

Q1 (a) Provide a detailed example of the front-desk work sample test. (5)

Q1 (b) What other tests would you suggest to Lisa, and why would you suggest them? (5)

Q. 2: Read the Case and answer the questions given below:

When Adite Technologies Ltd. (ATL) moved one of their divisions to Bangalore, the branch manager in Mumbai decided to transfer those employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those. She was assigned to the computer moving-head division.

When Madhuri reported to the new job, Narendar Kumar, her new supervisor, told her he did not know whether or not he would have a permanent position for her. For three days Madhuri sat and watched other employees at their work. On Friday, Narendar announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday.

Madhuri arrived at 9.00 a.m. Monday morning and waited anxiously to learn about her new job. Narendar did not arrive until 10.30. He was being briefed on the new contract, he said, and would not be able to meet Madhuri before lunch. At 1.30 p.m. Narendar returned to show Madhuri the operation, "we are reworking model 10-D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes." Narendar added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blueprint." He did not write on the blueprints or mark the areas in any way. Madhuri was given no idea how important the checks might be.

"Please-watch me," said Narendar to Madhuri, taking up the welding torch. "Anyone can do it easily." He repeated the operation five or six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blueprint to see if they would pass the quality control check and as a result, Madhuri never checked any pieces after that demonstration. Narendar did not see Madhuri again until Friday.

During the week several things happened. More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri's work or the result of a lack of quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection card, but she had not made the necessary alterations. That was when Narendar found time to talk to Madhuri again.

Q2 (a) Do you think for transferred employee also orientation program is required? If so, why? (5)

Q2 (b) Design an orientation program for Madhuri. What factors would you consider while designing the program so that Madhuri's performance improves? (5)

SECTION B

10×02 = 20 Marks

Q. 3: Design and describe a selection process for filling the position of a sales representative for a large pharmaceutical company.

Q. 4: Assume that your organization is planning to expand its retail outlets from current 20 stores to 30 stores in Delhi/NCR. What kind of human resource planning is required? Also explain as an HR Manager how will do the demand forecasting for the same.

SECTION C

02×05 = 10 Marks

Q.5 (A): Explain how you would carry out a job analysis in a company that had never had job description.

Q. 5 (B): Assume you have to develop an HR plan for a private bank having branches in major cities in India. What specific external factors would be important for you to consider. Why?

Q. 5 (C): What is testing in selection? Explain its validity and reliability in the selection process

Q. 5 (D): "People are generally inflexible when confronted with change". Do you agree or disagree? What are the implications for socialization?

Q. 5 (E): "Turnover can be either good or bad for the organization depending on the departing employee". Explain the statement in context of optimal turnover.