GL BAJAJ
Institute of Management & Research, PGDM Institute
Greater Noida

FIND YOUR SPARK

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POST GRADUATE DIPLOMA IN MANAGEMENT (2022-23)
END TERM EXAMINATION (TERM -II)

Subject Name: HUMAN RESOURCE MANAGEMENT	Time: **02.30 hrs**
Sub. Code: PG21	Max Marks: **40**

Note:

All questions are compulsory. Section A carries 5 marks: 5 questions of 1 marks each, Section B carries 21 marks having 3 questions (with internal choice question in each) of 7 marks each and Section C carries 14 marks one Case Study having 2 questions of 7 marks each.

Kindly write the all the course outcomes as per your TLEP in the box given below:

CO1- Understand the Role and Relevance of Human Resource Management (HRM) and contemporary HR Trends in business

CO 2-. Apply the concepts of human resource planning and talent acquisition for effective human capital management

CO3- Analyze the process and methods of performance appraisal to enhance employee motivation and performance

CO4-Evaluate the factors affecting compensation for cost effective productivity of workforce within legal framework

CO5- Understand the concepts of employer-employee relations for proper functioning of the organization.

SECTION - A

Attempt all questions. All questions are compulsory.   **1×5 = 5 Marks**

Questions	CO	Bloom's Level
Q. 1: (A). Now HR strategy is poised to lead Business Strategy. Comment **Q. 1: (B).** How important is it to leverage the power of technology in HR. Explain two areas with examples where technology can significantly enhance the effectiveness of the HR department? **Q. 1: (C).** HRM is a staff function a line responsibility. Comment. **Q. 1: (D).** What personal characteristics should a person have to be an ace HR expert? **Q. 1: (E).** How can Human Resource be the competitive edge for organizations? How can HR professionals help companies achieve this? (CO1.)	1	L2

SECTION – B

All questions are compulsory (Each question have an internal choice. Attempt any one (either A or B) from the internal choice)   **7 x 3 = 21 Marks**

Questions	CO	Bloom's Level
Q. 2: (A). A coffee café has to routinely train its people on brewing coffee. What do you think would be the best method/s for a person to learn brewing coffee? What are the advantages and disadvantages of using this method/s? **Or** **Q. 2: (B).** Imagine you have been asked to design a training workshop for a group of people who have been recruited recently for the floor level operations of	3	L4

an FMCG company. How will you proceed? Design the training programme for the same

(CO3)

Q. 3: (A). Illustrate a sample format of Graphic Rating Scale and BARS. **Or** **Q. 3: (B).** What are the kind of benefits which organizations give their employees to maintain their wellbeing? What are the latest trends in the market regarding that? (CO4)	4	L3
Q. 4: (A). Define Industrial relations. Who are the three parties involved in industrial relations and what are the causes of poor IR? **Or** **Q. 4: (B).** What do you understand by grievance redressal? Explain the model grievance redressal process to be followed in an Industrial environment (CO5)	5	L2

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SECTION - C

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Read the case and answer the questions   **7×02 = 14 Marks**

Questions	CO	Bloom's Level
Q. 5: Case Study: 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	2	L4

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

Questions:
Q. 5: (A). Is this the right selection strategy adopted by Sujata? Can you recommend further improvements on the same?
Q. 5: (B). Do you think the business leaders would have approved of her

selection strategy? What could be some of the issues they would raise? (CO2)		

Kindly fill the total marks allocated to each CO's in the table below:

COs	Marks Allocated
CO1	5 Marks
CO3	**7** Marks
CO4	7 Marks
CO5	7 Marks
CO2	14 Marks

(Please ensure the conformity of the CO wise marks allocation as per your TLEP.)

Blooms Taxonomy Levels given below for your ready reference:

L1= Remembering
L2= Understanding
L3= Apply
L4= Analyze
L5= Evaluate
L6= Create