

**Post Graduate Diploma in Management (Hospital & Health Management)  
PGDM – 2023-25 Batch**

**1<sup>st</sup> Year – 2<sup>nd</sup> Term 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, 2023-25</b>	<b>Date</b>	<b>: 03-04-2024</b>
<b>Time &amp; Duration</b>	<b>: 10:30 a.m.-01:30 p.m. - 3 Hrs.</b>	<b>Max. Marks</b>	<b>: 70</b>

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

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

Q1. In most organizations, human resource managers are categorized as \_\_\_\_\_, who assist and advise \_\_\_\_\_ in areas like recruiting, hiring, and compensation.

- A) staff managers; line managers
- B) line managers; middle managers
- C) line managers; staff managers
- D) compensation managers; line managers
- E) functional managers; staff managers

Q2. Which term refers to using external vendors to perform HR jobs that were once handled by a firm internally?

- A) managing
- B) freelancing
- C) outsourcing
- D) rightsizing
- E) warehousing

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

**Contd...2..**

Q4. Which of the following measurement methods is similar to grading on a curve?

- A) critical incident method
- B) forced distribution
- C) graphic rating scale
- D) constant sums rating
- E) behaviorally anchored rating scale

Q5. Which of the following questions would most likely be asked during a stress interview?

- A) "I see that you switched colleges four times before finally earning your degree. I think that reflects an inability to make good decisions and remain focused. What do you think?"
- B) "Can you tell me about a time in the past when you used leadership skills to handle a difficult situation?"
- C) "Mike and Todd have \$21 between them. Mike has \$20 more than Todd has. How much does Mike have and how much does Todd have?"
- D) "Why are you leaving your current position and changing careers?"
- E) "Which courses did you find the most challenging in graduate school?"

Q6. What is the final step in the training process?

- A) evaluating the program's successes or failures
- B) rewarding employees for program participation
- C) designing content for the training program
- D) conducting a budget and needs analysis
- E) training the targeted group of employees

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:**

(4 x 5 = 20 marks)

Q11. Write short notes on any four:

- (a) Gratuity Act 1972
- (b) Sources of Recruitment
- (c) Meandering interview Vs Stress Interview
- (d) Fishbowl Technique
- (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. Describe the training process and elaborate on-the-job and off-the-job methods of training.
- Q14. You have been appointed the HR manager for a new start up. What are the different steps you will take for designing the performance management system of your newly found organization?
- Q15. Though the HR department is accountable for the socialization process, the line managers and the senior management have an important role to play in it. Explain what the role of the line manager and the leadership is in the socialization of a new employee.
- Q16. (a) Describe the steps followed in disciplinary procedure? (5 marks)  
(b) Differentiate between National Vs International compensation. (5 marks)

**Q17. Case Study - Compulsory (10 marks)**

Premier Chemicals is a Rs 2000 crore company headquartered in Ahmedabad. The company manufactures bulk drugs as well as formulations, and markets its products across the country as well as countries in Europe and South Asia. The company is traditionally run and is fully controlled by the promoters. However, with the advent of competitive environment, the company felt the need for revamping operations and restructuring the organisation structure. the VP - HR was given a three month period for completing the revamping recruitment process.

The VP HR engaged an HR consultant and assigned them the following tasks

- Mapping the existing business profile and strategy of the organization
- Mapping the competencies of the existing manpower
- Reviewing the requirements of the existing manpower vis-a-vis the new organization structure
- Identify the competency and manpower gaps
- Retraining and redeploying of manpower
- Preparing of a position-wise succession plan and a matching career plan for the employees

The company recorded an average performance of only 17% increase in sales and profit as against the envisaged 40%. The CEO in his annual review meeting with the departmental heads reviewed the situation, and during the course of the brainstorming, they identified the following:

Some of the employees who do not possess the required level of competencies were recommended for promotion by the HR consultant and were promoted by the HR department with a view to complying with the recruiting and staffing target period. A few of the new recruits were found to be taking confidential information to the competitors. A subsequent investigation revealed that some of them were actually planted by the competitors.

1. What went wrong with the recruitment process?
2. What processes should have been put in place to avoid the recruitment and selection errors made?