

**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**

Course & Code	: CC-606-Human Resource Management	Reg. No.	:
Term & Batch	: II, 2022-24	Date	: 20 <sup>th</sup> Feb 23
Duration	: 3 Hrs	Max. Marks	: 70

**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).**

- Q1. What is layoff?
- Q2. Mention any 2 types of Training.
- Q3. Suggest any two ways through which internal mobility of employees can be performed.
- Q4. Hospitals need to upgrade and provide \_\_\_\_\_ to its employees to be ahead in healthcare sector.
- Q5. What is Job Description?
- Q6. What is strategic HRM?
- 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. Explain one difference between induction and orientation.
- Q9. HR Managers ensure quality services to administrative staff, clinicals, and \_\_\_\_\_.
- 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: Q.11 to Q.15 (4 questions \*5 Marks =20 Marks) Attempt any four.**

Q11. Explain the salient clauses of Maternity Benefit Act 1961.

Q12. What do you mean by collective bargaining. Discuss in detail the grievance handling procedure to be carried by HR manager for aggrieved employee.

Q13. What are the different sources of recruitment.

Q14. Explain in detail Management by objectives (MBO).

Q15. Explain the career stages with two different approaches.

**Part C: Q.16 to Q.19 (3 questions \*10 Marks =30 Marks) Attempt any three.**

Q16. Major challenges in the healthcare sector are higher attrition rate, turnover and retention of employees. Discuss the reasons for the same and corrective measures to manage the above-mentioned challenges.

Q17. What are the key factors that influence pay structure. Describe the components of salary structure, suggestive benefit and incentive plans for nurses and doctors.

Q18. How training need analysis in hospitals can be performed, explain through model and mention training methods for healthcare workers.

Q19. Define and discuss the objectives of Human Resource Planning at organizational level. How does it help in determining and evaluating future organizational capabilities, needs and anticipated problems? Explain with suitable examples.

**Q20. 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?



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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. Maybe I should call them all together and explain how I progressed in the company.

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?