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**PRESIDENCY UNIVERSITY
BENGALURU**

SCHOOL OF MANAGEMENT

SET A

MIDTERM EXAMINATION

Even Semester: 2018-19

Date: 26 March 2019

Course Code: HRM 102

Time: 2 Hours

Course Name: Human Resource Management

Max Marks: 40

Program & Sem: MBA & II Sem

Weightage: 20%

Instructions:

- (i) *Elucidate the answers with proper diagrams and illustrations wherever required*
- (ii) *Please be legible*

Part A

Answer **all** the Questions. **Each** question carries **two** marks.

(6Qx2M=12)

1. What are the various trends shaping Human Resource Management?
2. What is Job Design? Differentiate between Job enrichment, Job Enlargement and Job Rotation
3. What are the objectives and scope of job analysis?
4. Explain the different skills and competencies required by HR managers
5. How can you link corporate strategies with HRM?
6. What are some of the ways of improving the effectiveness of external recruitment?

Part B

Answer **all** the Questions. **Each** question carries **four** marks.

(3Qx4M=12)

7. What are the implications of changing employment markets for HR professionals?
8. What is recruitment? Explain different sources of Recruitment
9. Explain the concept of Reliability and Validity in the Selection process

Part C

10. Read the Case carefully and answer the questions below

(1Qx16M=16)

Those who have been in the workforce for many years often lament the “job hopping” that occurs with those who are more recent entrants into the workforce. Younger individuals tend to see such an attitude as old-fashioned and may resent the implication that they have an ethical obligation to remain with their employer for life – or even a long time. Life time commitment to one employer is a thing of the past. The average MBA changes, on average, seven jobs in seven years. While those of the previous generations cite this as evidence of job hopping, some of this movement is employer-driven. Lifetime job security is long gone for most positions. So are the benefit packages that keep employees secure, such as rock-solid pensions and perceptual health benefits. But does a generational shift in the values also explain the drop?

Some experts say yes. They argue that Millennials emphasize the present over the future and place a great value on lifestyle. Similarly, some argue that, rather than career planning and promises of long term career prospects, Millennials need more feedback and reassurance. According to Neil Howe, the individual credited with coining the term Millennial generation, Millennials expect “the perfect employer who will be their ally and take care of them.” For example, 1-800-flowers.com instituted a program that provides frequent performance feedback because a large share of its workforce is from the millennial generation.

According to Pew Research, 66% of Millennials say they want to switch careers some time in their life, while 62% of Generation X members and 84% of Baby boomers would prefer to stay at their current job for the rest of their lives.

Andrew Leavitt, a 26 year old who changed jobs a year after graduating college, said, “I mean, what kind of millennial would work for the same company for their whole life?” These values don’t sit well with some employers who prefer long tenured employees who have stuck around and been loyal. Senior HR managers believe that there is a problem because of lack of commitment to the company shown by the Millennials.

Questions

- a. In your experience, do younger individuals differ from older individuals in terms of how long they plan to stay with the given firm? (8 marks)
- b. Do you think you should feel free to “job surf” – purposely move from job-to-job as soon as the desire strikes? Do you think employers have a right to ask about “job surfing” plans when they interview you? (8 marks)



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**PRESIDENCY UNIVERSITY
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SCHOOL OF MANAGEMENT

END TERM FINAL EXAMINATION

Even Semester: 2018-19

Course Code: HRM102

Course Name: Human Resource Management

Program & Sem: MBA & II

Date: 29 May 2019

Time: 3 Hours

Max Marks: 80

Weightage: 40%

Instructions:

(i) *Write legibly and neatly*

Part A

Answer **all** the Questions. **Each** question carries **FOUR** marks.

(5Qx4M=20M)

1. Elaborate the role of Human Resource Professionals in today's context.
2. Describe any one quantitative technique used for HR planning.
3. Explain Kirkpatrick's model of training evaluation.
4. Identify the issues related to wages and salary administration.
5. Summarize the importance of peaceful Industrial Relations.

Part B

Answer **all** the Questions. **Each** question carries **TEN** marks.

(3Qx10M=30M)

6. Demonstrate how you will do performance appraisal for high school teachers and provide performance feedback.
7. Devise an attractive incentive and benefits plan to retain employees in FMCG sector.
8. "Collective bargaining is an effective tool for grievance redressal" – Critically examine.

Part C

Answer **all** the Questions. **Each** question carries **FIFTEEN** marks.

(2Qx15M=30M)

9. Mr. Sunil of a large cement manufacturing organization is contemplating on how to improve training programs at ABC cement. ABC cement has a yearly mandate of imparting training to all its staff members and officers. There are currently three different training programs running in the company (a) SAP training for all (b) attitudinal/ behavioral training for those employees whose managers have identified such training need on the basis of annual performance feedback and (c) induction training for the new employees. Each of these training programs has their unique set of challenges. Propose suitable suggestions to Mr. Sunil for improving all the three training programs at ABC cement.
10. Illustrate how you will develop a compensation strategy to retain top performing sales personnel in any organization of your choice. Assume that the compensation packages available in the market are volatile, how will you determine what to pay for the top performing sales personnel?



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**PRESIDENCY UNIVERSITY
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SCHOOL OF MANAGEMENT

SET B

MID TERM EXAMINATION

Even Semester: 2018-19

Date: 26 March 2019

Course Code: HRM 102

Time: 2 Hours

Course Name: Human Resource Management

Max Marks: 40

Program & Sem: MBA & II Sem

Weightage: 20%

Instructions:

(i) **Write Legibly**

Part A

Answer **all** the Questions. **Each** question carries **two** marks.

(6Qx2M=12)

1. What do you mean by Job Sculpting?
2. Differentiate between Job Enlargement and Job Enrichment?
3. What are the sources of internal recruitment?
4. What is the difference between a line manager and a Staff Manager?
5. What do you mean by Onboarding?
6. What are the emerging HR Challenges?

Part B

Answer **all** the Questions. **Each** question carries **four** marks.

(3Qx4M=12)

7. What is meant by Human Resource Management? How does this relate to the organization as whole?
8. Evaluate any two Job Analysis Techniques?
9. Describe briefly any two external recruitment methods commonly used by the organizations?

Part C

Answer the Questions. **Each** question carries **eight** marks.

(2Qx8M=16)

Vandana Mahajan is a bright, popular and well informed mechanical engineer who graduated with an engineering degree from IIT Kharagpur in June 20016. After her graduation she went out on many job interviews, most of which she thought were and courteous and reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters important to them. It was, therefore, with great anticipation that she looked forward to an interview with the one firm which she wanted to work, Apex Electronics Ltd. She firmly believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career.

The interview however was a disaster. Vandana walked into a room in which five men, including the president of the company, two Vice Presidents, the marketing director and another engineer began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from unnecessary discourteous to irrelevant questions like "Are you planning on settling down and starting family soon?". Then after the interview, she was interviewed by two other gentlemen including the president and the discussion focused almost exclusively on her technical expertise. The apparent aimlessness and even mean spiritedness of the panel interview, she was astonished when several days later she got a job offer from the firm.

The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she was doing the industry and the firms location. And, in fact, the president has been quite courteous in subsequent discussions as had been the other members of the management team. She left wondering whether the panel interview had been intentionally tense to see how she would stand up under pressure and if so, why they would do such a thing.

1. Do you think the panel interview reflected a well thought out interview strategy on the part of the firm or carelessness on the part of the firm's management?
2. What would you do to improve the interview process of Apex Electricals? What kind of questions would you ask while interviewing the candidates?