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**PRESIDENCY UNIVERSITY  
BENGALURU  
SCHOOL OF MANAGEMENT**

**MAKE UP EXAMINATION – JAN 2023**

Course Code: MGT 122  
Course Name: Human Resource Management  
Program: BBA

**Date:**20-JAN-2023  
**Time:** 01.00 PM to 04.00 PM  
**Max Marks:** 100  
**Weightage:** 50 %

**Instructions:**

*(i) Read all questions carefully and answer accordingly.*

**Part A [Memory Recall Questions]**

**Answer all the Questions. Each Question carries TWO marks. (10Qx 2M= 20M)**

1. HRM is -----.  
(CO No 1; Knowledge)  
A) Staff Function  
B) A Line function  
C) Staff Function, A Line function, and accounting function. D) All of the above
2. ----- executives take a full part in the strategic planning process.  
(CO No 1; Knowledge)  
A) Training and development  
B) Human Resource  
C) Quality control  
D) Production.
3. The whole process of conducting a 360-Degree feedback process in any organization could last about -  
-----.  
(CO No 1; Knowledge)  
A)1.5 to 3 months  
B) 3 to 6 months  
C) 6 to 9 months  
D) 9 to 12 months
4. ----- the process of describing duties, responsibilities and operations of the job.  
(CO No 1; Knowledge)  
A) Job analysis  
B) Job design  
C) Job description  
D) Job specification
5. Relationships in employment are normally divided into two parts —  
(CO No 2; Comprehension)  
A) Managerial relations and labour relations.  
B) HR and employee relations  
C) Organization and HR relations  
D) All the above
6. According to Edwin B. Flippo, “----- is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” (CO No 3; Comprehension)

- A) Recruitment      B) Induction      C) Training      D) Selection

7.-----refer to shifting of persons to positions carrying better prestige, higher responsibilities and more pay. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation.

**(CO No 3; Comprehension)**

- A) Job design      B) Transfer      C) Career development      D) Promotions

8.----- are tactical in nature. Compliance with equal employment opportunity and other laws is ensured, employment applications are processed, current openings are filled through interviews, supervisors are trained, safety problems are resolved, and wage and benefit questions are answered are some examples.

**(CO No 2; Comprehension)**

- A) Administrative activities      B) Operational activities  
C) Strategic Role      D) All of the above

9. Flash cards is an example of -----

**(CO No 1; Knowledge)**

- A) Visual Aids      B) Audio Aids.      C) Audio-Visual Aids.      D) Training aids

10. A ----- is the periodic assessment of an employee's job performance as measured by the competency expectations set out by the organization.

**(CO No 3; Comprehension)**

- A) Performance appraisal      B) performance management  
C) Performance evaluation      D) All the above

**Part B [Thought Provoking Questions]**

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

**(4Qx10M=40M)**

11. Cisco Systems incorporated technology to revive a promising traditional recruiting method - Employee Referral Program. Launched in April 1996, Cisco's message was simple: "If you have a friend at Cisco, give them a call there might be a job waiting for you!"

If you don't have a friend at Cisco, visit our Web site and we'll find one for you. Your friend will teach you about the company, introduce you to the right people, and lead you through the hiring process." Cisco's web referral program "Friend" is anything but slow. When surfers click on the eye-catching "Friends" button, they will be swept into the firm's recruiting pipeline instantaneously. Surfers are contacted by Cisco, befriended by one Cisco employee, evaluated by engineers and managers, and offered a job - all in less than a fraction of the time most companies would take to recruit. Besides "Friend", Cisco continues to carry out their traditional employee referral program by rewarding employees with a thick bonus of \$1,000 every time a referral is hired. Employees also receive gifts such as mugs, athletic bags each time they make a recommendation. Cisco's referral program is hugely phenomenal with referral rates at twice the industry norm and accounts for an astounding 50 to 60 per cent of new hires. With the above context discuss the sources of recruitment and its advantages.

**(CO No 1; Knowledge)**

12. After sourcing for target candidates, the load of recruiters is not relieved until the most suitable candidate for the job has been identified, assessed and selected. The success of sourcing is futile if employers fail to narrow the group of prospects to pick the most optimal candidate. Research in the United States shows that organizations with effective selection systems can better identify and hire employees with

the right skills and motivations to succeed in the positions and organizations. When employees are successful in their jobs, organizations benefit through increased productivity, higher quality products and services, as well as lower employee turnover. The value-added contribution from superior performance is averaged between 19 and 49 percent, depending on the technical difficulty of the job. To select right, employers should first understand what contributes to high job performance. Discuss the importance of selection in organization in order to improve the performance.

**(CO No 3; Comprehension)**

13. Initially, the director of administration at Austin technologies recommended that a selection of managers complete a standard Internet-based training program provided by an online training organization. Managers who completed the online training would receive a certificate of achievement. Based on input from the HR manager, however, it was decided that a custom-designed program would be more appropriate because it would better meet managers' needs. A custom-designed program would also allow the school to relate the training back to their new performance management system and provide flexibility in the program's delivery. Now the director decided to perform the training need analysis and you are requested to assist him in performing TNA.

**(CO No 4; Comprehension)**

14. The review policy at future group states employees can expect a mid-year review at six months in addition to an annual review on the employment anniversary date of the employee. The employee would also be given a copy of the completed review. At present, there isn't a review policy in place for the first 30, 60 or 90 days of employment, this will be allowed for however, for future reviews and is included in recommendations. HR likes to know the possible errors of Performance appraisal in order to overcome those.

**(CO No 5; Comprehension)**

### **Part C [Problem Solving Questions]**

**Answer all the Questions. Each Question carries TWENTY marks.**

**(2Qx 20M=40M)**

15. Google Inc., the world's largest and most popular search engine company, is also one of the most sought after companies in the world. Due to the popularity of the company caused by its highly attractive compensation and benefits packages for its employees, millions of job applications are constantly received by Google on an annual basis. While other companies envy Google for attracting and acquiring such highly-talented and highly-skilled individuals from all over the world, the company finds it as a serious cause of dilemma. When Google Inc. topped the ranks for the most popular companies in the world, it could no longer contain the number of applications it receives from thousands of job hunters from all over the globe. And since the company aims to hire only the best employees that fit the organizational culture and standards of Google, the company started thinking of ways to better improve its recruitment and selection process for its would-be employees.

In an article released in New York Times in 2007, Google Inc shared its non-traditional, highly creative and unconventional approach of selecting and hiring employees. Initially, the Google management sought the aid of its highly competent and well-skilled technical staff in order to find ways to quickly go through and review the millions of applications it stored in its recruitment database.

The secret to be selected as a Google employee is that one has to think a lot like an "engineer". Apparently, Google expects their employees to be highly quantitative and highly analytical as well as highly capable of dealing with too many data all at the same time. During the interviews, an applicant must also be able to demonstrate his skill or capacity by writing codes, intelligently analyzing case studies and brain teasers and solving algorithmic problems on the spot. Also, Google is searching for applicants who are highly practical and are capable of making something out of nothing that people can make use of. **(CO No 3; Application)**

## Questions:

- A. Develop the job description and job specification for the for the recruitment process. (10Marks)
- B. Discuss the Google's strategy in attracting more candidates for selection process. (10Marks)

16. Harsha and Franklin both of them are postgraduates in management under different streams from the same B-School. Both of them are close to each other from the college days itself and the same friendship is continuing in the organization too as they are placed in the same company, Hy-tech technology solutions. Harsha placed in the HR department as employee counsellor and Franklin in the finance department as a key finance executive. As per the grade is concerned both are at the same level but when responsibility is concerned Franklin is holding more responsibility being in core finance.

By nature, Harsha is friendly in nature and ready to help the needy. Franklin is silent in nature ready to help if approached personally and always a bit egoistic in nature. They have successfully completed 4 years in the organization. And management is very much satisfied with both of them as they are equally talented and constant performers.

Harsha felt that now a day's Franklin is not like as he uses to be in the past. She noticed some behavioural changes with him. During general conversations, she feels that Franklin is taunting her that she is famous among the employees in the organization, on the other hand, he is not even recognized by fellow employees.

One morning Mr. Mehta General Manager Hy-tech technology solutions shocked while going through the mail received from Franklin about his resignation. Mr. Mehta called Harsha immediately and discussed the same as she is close to Franklin. By hearing the news Harsha got stunned and said that she does not know this before she also revealed here current experience with him. Mr. Mehta who does not want to lose both of them promised her that he will handle this and he won't allow Franklin to resign.

In the afternoon Mr. Metha took Franklin to Canteen to make him comfortable after some general discussion he starts on the issue. Franklin, after some hesitation, opened his thinking in front of Mr. Mehta. The problem of Franklin is

- 1) when he comes alone to canteen the people from others don't even recognize him but if he accomanied by Harsha he gets well treated by others.
- 2) one day Both of them entered the company together the security in the gate wished them but the next day when he came alone the same security did not do so.
- 3) Even in meetings held in the office, the points raised by Harsha will get more value so many times he keeps silent in the meeting.

It happens to Franklin that he has to face such degradation in each day of work which totally disturbs him. Franklin also questioned that " Harsha and myself have the same qualification, from the same institute, passed out in the same year both with first class. We have the same number of experiences in this organization. Moreover, the responsibilities with me are more valuable than those of Harsha. After all these things if I am been ignored or unrecognized by the fellow employees my ego does not allow me to continue here".

By listening to this statement Mr. Metha felt that it is not going to be very difficult to stop his resignation. Mr. Mehta explained Franklin the reasons for such partial behaviour of the employees. After listening to Mr. Mehta Franklin said sorry for his reaction and ready to take back his resignation. And he called Harsha and spoke with like before.

## Question

- A. Find the reason that Mr. Mehta would have given to Franklin. (20 Marks)