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**Presidency University**

**Bengaluru**

 **SCHOOL OF MANGEMENT**

**Make-Up Examinations, SEP 2023**

**Course Code**: MGT122

**Course Name**: Human Resource Management

**Program** : SOM

**Date**: 03/10/2023

**Time**: 930 AM – 12:30 PM

**Max Marks**: 100

**Weightage**: 50 %

 **Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any matter on the question paper other than roll number.*

**Part A [Memory Recall Questions]**

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

1. Explain how do recruitment and selection differ from each other? Can you mention two distinctions between these processes?
2. List out the advantages or positive outcomes that can be derived from implementing HR analytics in an organization?
3. Define Vestibule Training.
4. List out some approaches or methods used in job design to enhance productivity and employee satisfaction?
5. List out the appraisal techniques that focus on evaluating employee behavior and conduct?
6. Create a graphical representation or chart illustrating the forced distribution method used in performance appraisal to assess an employee's performance?
7. State key differences between structured and unstructured interviews in the context of the selection process?
8. Mention an overview or analysis of five emerging or current trends in the field of human resources (HR)?
9. Explain four examples of external sources commonly utilized for recruitment purposes?
10. Illustrate a single benefit or advantage that organizations can gain from conducting a training needs assessment.

**Part B [Thought Provoking Questions]**

**Answer all the Questions. Each question carries Ten marks. (4Qx10M=40M)**

1. Construct a detailed explanation of the distinctions between job rotation, job enlargement, and job enrichment, highlighting how these concepts differ from one another in terms of their purpose and impact on individuals in the workplace?
2. Considering the challenges associated with achieving accurate performance appraisal, could you explore and discuss various methods of performance evaluation that organizations utilize to assess employee performance?
3. Identify and explain the main categories or classifications of training programs, which serve as valuable tools in setting clear training objectives and alleviating uncertainties for participants throughout the different stages of the program?
4. Produce an overview and explanation of the recruitment process, which involves actively seeking and attracting potential applicants to apply for existing or anticipated job vacancies?

**Part C [Problem Solving Questions]**

**Answer all the Questions. Each question carries twenty marks. (2Qx20M=40M)**

1. Dell consistently secures its position as one of the top-rated workplaces, as recognized by Fortune magazine. This renowned company offers its employees exceptional compensation and a range of extraordinary perks that go beyond what is typically seen in most corporations. These perks include flexible working hours, a pet-friendly environment, casual dress code, on-site free massage and yoga facilities, complimentary snacks, beverages, and meals, as well as a dedicated childcare center, among numerous others. It's no surprise that Dell receives an astonishing number of nearly 3 million job applications annually. In order to identify the most exceptional talent, Dell employs a meticulously crafted set of strategies, methods, and techniques. Their recruitment efforts encompass college and university campus visits, along with a dedicated Careers section on their website. Maintaining their selectivity, Dell hires only around 7,000 individuals out of the staggering 3 million applicants. Their recruitment process involves a preliminary screening, employment tests, interviews, and comprehensive background checks. Dell focuses on finding candidates who possess intelligence, creativity, leadership abilities, and alignment with the Dell culture, as well as considering their fit within the organization's various roles. Notably, hiring decisions are made through a committee of peers, resembling the process utilized by universities in faculty hiring, promotions, and tenure granting, rather than following traditional hierarchical structures found in many industries. In many ways, Dell operates within the knowledge industry similar to that of a university.

*Case Questions:* 1. Discuss the importance and value of a well-structured selection process in the recruitment and hiring of employees.

2. Produce an explanation, supported by a clear and organized diagram, of the steps involved in the selection process for choosing the right candidates for job positions?

1. Rebecca, the owner and manager of a company comprising ten employees, has entrusted you with the responsibility of overseeing the HRM functions, enabling her to concentrate on other aspects of the business. In your initial two weeks, you discover that the company has been significantly impacted by the growing economy and is expected to witness an overall revenue growth of 10 percent over the next three years, with certain quarters even experiencing growth rates as high as 30 percent. However, a crucial development lies in the fact that five out of the ten employees are slated to retire within the next three years. These employees have been with the organization since its inception and possess invaluable historical knowledge and insights. The remaining five employees encompass a diverse range of age groups. Alongside these changes, Rebecca contemplates the possibility of cost savings by permitting employees to telecommute one to two days a week. She does harbor concerns regarding potential productivity implications if remote work is allowed. In fact, Rebecca has even pondered the idea of transforming the physical office into a virtual organization, although she remains unsure about how such a significant change would impact communication and employee motivation. Rebecca also expresses her thoughts on the costs associated with healthcare and contemplates the idea of eliminating benefits altogether, opting for a contractual employment arrangement instead of full-time employee status. However, she is uncertain if this would be a wise decision. Rebecca has arranged a meeting with you to discuss her thoughts, prompting you to conduct research in order to provide insightful recommendations regarding the challenges presented.

*Case Questions:* 1. Evaluate the specific changes happening within the business that have an impact on the role and function of HRM (Human Resource Management).

2. Develop key factors or aspects that both the company and the HR department need to take into account when implementing changes in line with the circumstances presented in this case study.

3. Describe the role you would play in effectively implementing these changes discussed in the case study?