

K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: MMM – II Sem.(2017-20 Batch)

Subject: Human Resource Management

Maximum Marks: 25

Duration: 1.5 hours

12/4/2018

Q.1. Read the situation given below and answer the subsequent questions.

Mr. Ketan Agarwal is the Human Resources Director at Franco Pvt Ltd. Franco is famous for its IT consulting services wherein strategies and systems are designed in order to deliver customized solutions for clients all over India. Over a period of 6 years, Franco has established itself as one of the most popular firms in its field. With increase in its number of clients, Franco was on a hiring spree for the past one year. To manage a large workforce Mr. Ketan was looking to hire an Assistant Director, Human Resources. Mr. Ketan wanted to hire someone specifically from outside the organization so as to bring in dynamic ideas and a fresh perspective. He wanted someone who was not only ambitious, but a good cultural fit for the organization as well. He was particularly interested in candidates with atleast a minimum of 15 years of work experience. The candidate required to be an expert in the area of HR and strategy, who can offer creative ideas to manage the people and processes of Franco. He/she must be able to not only network and establish relationships but also function effectively in a high pressure work environment. Assistant Director HR would have to interact extensively within the organization and outside with clients as well. Hence, excellent communication and presentation skills were also a pre-requisite. Once a suitable candidate is selected, he/she will have two tasks. The first task would be to design a training program for middle level managers that can be a part of their on-the-job training schedule. Second, he/she has to redesign the performance appraisal process in such a way that multiple person evaluation methods are used.

- a) *What is the most effective method of recruitment in this case that Mr. Ketan should adopt for hiring for the position of HR Assistant Director? Why? (2)*
- b) *What are two methods of on the job training that can be used in this case? Elaborate. (4)*
- c) *What are the multiple person evaluation methods of performance management that be used in this case? Explain any 2 in detail. (4)*

Q2. “Training is an essential aspect of Human Resource Management.” What are the three levels of Training Needs Analysis? Explain. What are some of the qualities of a good trainer? Elaborate with examples.

OR

“While assessing an individual’s performance in an organisation, the evaluator invariably has some bias or the other.” What are the various biases a rater/evaluator may have while evaluating an individual’s performance at the workplace? Explain any 3 in detail. **(6)**

Q3. Please write short notes on any 3 of the following: (9)

- a) Employee Assistance Programmes
- b) Campus Recruitment
- c) Job Analysis
- d) Types of Workplace Diversity
- e) Job Design
