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| **Semester: Nov-Mar 2025**  **Maximum Marks: 50 Examination: End Term Exam Date: 04-04-25 Duration: 02 hrs** | | |
| **Programme code: 06**  **Programme: MBA HCM** | **Class:** FY | **Semester/Trimester: II** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:**  HR & OB | |
| **Course Code: 317P06C205** | **Name of the Course: Human Resource Management** | |
| **Instructions: Question no 1 is compulsory. Attempt any 3 questions from Q No 2 to Q No. 5.** | | |

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| **Question No.** |  | **Max.**  **Marks** |
| 1 | Write short notes on (**any two**) of the following. (10 marks each)   1. Strategic HRM 2. Indiscipline at Workplace and Remedies 3. Labor Laws and Regulatory framework | 20 |
| 2 | Mundra Hospital is facing a severe shortage of registered nurses (RNs) due to increased patient admissions. The RNs are responsible for (i) Performing physical exams (ii) Administering medications, treating wounds, and handling other personalized interventions (iii) Interpreting patient information to make care decisions (iv) Coordinating care with other healthcare professionals, and (v) Directing and supervising other nurse aides. The failure to recruit RNs would result in poor patient care and safety. The HR department needs to quickly address this issue to maintain patient care standards.  **Question:**  Discuss the various recruitment and selection strategies that Mundra Hospital can adopt to attract and hire RNs, in the current situation. | 10 |
| 3 | Raghav and Meetu have been working as senior wellness officers with Pearl Wellness for over ten years. Their salary matches the industry standard due to the increments they have been getting annually. Recently, the management has realized the value of employer branding and wants to attract the best talent in various roles to meet its current objective of being one of the top three companies providing wellness services in the region. The company rolled out a recruitment drive for hiring young people with fresh perspectives, to achieve this.  The company offered basic pay, above the market rates, along with other benefits to attract young talent.    The existing staff are trained to provide enhanced services and stretch beyond to achieve client satisfaction. The new staff members who have been recruited in the last six months are enthusiastic as they are onboarded on higher salaries than the prevailing rates and are engaged in surveys like – “what is not working well in client care at Pearl Wellness”.    In the last four months, fifteen percent of the old staff have left the company, which is an unusually high number. On average, the employees leaving the company were associated with Pearl Wellness for five years. Meetu and Raghav have reported the matter of the shortage of experienced staff and demotivation among the employees. During their discussion with the management they also mentioned that they might have to follow suit if the concerns are not addressed promptly.    Pearl Wellness conducted an internal salary survey and discovered pay disparities among its old and new staff that could have led to dissatisfaction and turnover. The new employees were drawing salaries comparable to the older employees. The HR administration department needs to address this issue at the earliest point while adhering to the budget constraints.    **Question:**  If you were a consultant to Pearl Wellness, how do you propose to address this issue. What principles of compensation would you consider while making a proposal? | 10 |
| 4 | CityCare Hospital is a 100-bed multi-specialty hospital that provides round-the-clock patient care. The nursing department comprises 40 nurses working across different shifts. The hospital management has observed inconsistencies in patient care, delayed response times, and variations in adherence to standard operating procedures (SOPs). These issues have led to patient dissatisfaction and an increase in complaints. The management has identified a few causes for poor performance of the nursing staff like lack of a structured system to assess nursing performance, lack of updated knowledge on new medical protocols, inefficient shift management leading to burnout and fatigue and miscommunication among nursing staff leading to errors. The hospital management is planning to introduce a performance management system for its nursing staff for the first time. The management is not sure if the performance management system would be successful in controlling the situation.  **Question:**  Given the facts in the case, what KPIs would you propose for the nursing staff at Citicare? Also comment on some of the pre-requisites for implementing an effective performance management system. | 10 |
| 5 | BIMR Hospital is facing some critical issues such as poor patient care resulting in high patient complaints, employee-related conflicts, turnover, disobedience, and other disciplinary-related matters. However, the number of patients visiting the hospital is on the rise.  In the various meetings with the department heads, the management attributed this to leniency by seniors and emphasized the need for better control at all levels to arrest these incidents. The department heads expressed concerns about workload, communication, and the hospital's culture. The management decided to survey to get the pulse of the employees.  **Question:**  Suggest if BIMR management can use an employee engagement survey for this purpose. What other tools or methods should be appropriate in this case? | 10 |