

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH**

**Program: PGDM IB 2017-19 Trim III**

**Subject: Human Resource Management**

Maximum Marks: 25

Duration: 3 hours

Date : 27/03/2018

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

Ms. Shareen Patnaik is the Marketing Director at Capers Pvt Ltd. Capers is famous for its unique marketing and advertising strategies resulting in customized solutions for its clients all over India. In a short span of 5 years, Capers has established itself as one of the most popular firms in its field. It was always the first preference for MBA students whenever it ventured to colleges for campus placements. Ms. Patnaik was looking to hire for filling the position of Senior Manager, Digital Marketing. This department essentially focuses on strategies to garner revenues through product placement and advertising online. She wanted someone who was not only driven and ambitious, but a good cultural fit for the organization as well. She was specifically looking for candidates with MBA and minimum 7 years of experience. The candidates required to be an expert in the area of marketing with the ability to be creative and spontaneous, and yet pay attention to detail, be focused and function effectively in a high pressure environment. She wanted someone with dynamic ideas who would bring in fresh perspective and a new zeal at the workplace. Since the top management at Capers had to interact extensively with its clients and make pitches, the senior manager was required to have excellent communication and presentation skills. He/she should have the ability of not only establishing good relationships but networking as well. Whoever is hired, is expected to understand the basics of all departments of marketing & advertising at Capers in the first two months. After this, the senior manager would be given at least 3 assignments which would form a part of his/her first performance evaluation. After six months at Capers, the senior manager would be evaluated on his/her performance within the firm.

- a) *What is the most effective method of recruitment in this case that Ms. Shareen Patnaik should adopt for hiring for the position of senior manager, digital marketing? Why? (2)*
- b) *What is the most effective tool of selection for the position of senior manager, digital marketing, in this particular case? Explain why. (2)*
- c) *In case of training, what are the two types of On The Job training methods that can be used in this case? Explain. (3)*
- d) *What are the individual evaluation methods of performance management that be used in this case? Explain any 2 in detail. (4)*

**Q2. “Exit interview is an underused practice that can be a powerful tool for retention.”**

According to the reading, “*Making Exit Interviews Count*”, what are the tactics and techniques organizations need to consider in order to conduct effective exit interviews? Explain any three in detail with examples. (5)

**OR**

**“Employees in their mid-careers face difficulty and it is challenging for organizations to keep them motivated”.** According to the reading, “*Managing Middlecence*”, explain any three forces of frustration of employees during mid-career crisis, with strategies to overcome them with examples.

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

- a) Stages of Human Resource Planning
- b) Job Description and Job Specification
- c) Realistic Job Preview
- d) Training Need Assessment Analysis
- e) Time and Motion Studies