Register No.: …………………………… Name.: ………………………………………………………

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

SECOND SEMESTER MBA DEGREE EXAMINATION (Special), AUGUST 2021

Course Code :   20MBA106

Course Name: Human Resource Management

Max. Marks :   60   **Duration: 3 Hours**

PART A
(Answer all questions. Each question carries 2 marks)

1. Differentiate between job description and job specification.

2. What would be the selection procedure for the position of 'Customer Service Representative' in a reputed banking company? You may make necessary assumptions about the role.

3. Discuss the steps that have to be kept in mind while designing a training program.

4. Mention the external factors that influence employee compensation.

5. List any four reasons for grievances among employees.

PART B
(Answer any 3 questions. Each question carries 10 marks)

6. Design an Induction Program for a newly joined Sales Team in an IT sales organization.

7. Mention any four factors affecting Human Resource Planning (HRP). Explain the steps in the process of HRP.

8. Discuss any two situations/conditions, one in which each of the appraisal methods will be appropriate and one in which it will not be appropriate:

   (a) 360-degree appraisal   (b) MBO   (c) BARS   (d) Graphic Rating Scale.

9. Compare the different types of incentives which can be offered to employees with its advantages and limitations.

10. 'Grievances are the worker's problems with management and indiscipline is the management's problems with workers.' Discuss.

PART C
(Compulsory question, the question carries 20 marks)

11. Keeping in sync with the nature of its business, Facebook's Singapore office is social by design. The open plan space has no individual cubicles or offices, even for managers. It brings people together, gets them talking and encourages collaboration, reveals Madan Nagaldinne, Head of HR, Asia-Pacific, Facebook. Despite the company's rapid global expansion, it believes on keeping things lean. "We want to grow big but stay small," Nagaldinne says. As it scales its business, a major challenge is scaling its culture and leadership in tandem with this growth, he adds. Facebook deploys a Landing Team each time it opens an office in a new location. The team is responsible

for hiring new recruits and helping transport the company's corporate culture. "It helps the country get off the ground and helps lay the foundation for its new operations," says Nagaldinne. Facebook believes in empowering employees to make independent decisions, and busting bureaucracy is a key facet of its work culture. For example, employees do not constantly need to seek permission to get something done, says Nagaldinne. "You do what you think is right for the business. Done is better than perfect." The organisation also believes in being open and flexible to new ideas and requests from employees. "Don't throw the rulebook at them. Some policies may be redundant so make speed your friend and not your enemy," Nagaldinne says. Creating "awesomeness" at the workplace is a top priority at Facebook. This goes beyond employee engagement and extends to other factors like hiring effective managers, and getting compensation and benefits packages at their optimum, right down to the initial interview process for all staff, explains Nagaldinne. Facebook adopts a very purpose-driven talent acquisition process that seeks out individuals with a passion and strength. "They have to be builders and creators at the core. What have you valued added? How good are you at dreaming big?" asks Nagaldinne of all candidates. Employees with originality and an extreme entrepreneurial spirit are ideal, Nagaldinne says. The organisation also encourages a certain level of risk-taking. "We allow people to fail, but fail fast. What would you do if you didn't fail? It allows people to be really bold." Then, every new engineer that joins Facebook spends his or her first six weeks at Bootcamp, an intensive onboarding programme. Here, they are exposed to the company's code base, learn more about the company culture and given the flexibility to choose a project that they would like to work on. They also participate in mentoring sessions. Bootcamp is attended by new staff of all levels from software engineers straight out of college to engineering directors with PhDs. Career development at Facebook is more like a jungle gym, than the traditional vertical ladder of growth. This means that getting ahead in the organisation need not necessarily be a direct path up, Nagaldinne says. Instead, employees grow through varied experiences and are constantly learning from the people around them. Facebook also helps its employees identify and develop their core strengths.

Questions:

a) How has Facebook aligned itself to the HRM school of thought?

b) Which HR processes are key to their success? Why do you think so?

c) If you were the HR Manager of Facebook, do you have any difference of opinion with respect to the HR practices followed by Facebook.

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