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| **C:\Users\ADMIN\Desktop\j.png** | **JAIPURIA INSTITUE OF MANAGEMENT, INDORE**  Post Graduate Diploma in Management (Batch 2022-24) |
| **Course Title: Advanced Human Resource Management, (Course Code: 40321)**  **End Term Examination, Term - III (May, 2023)** | |
| **Time Duration : 2 Hours Total Marks: 40** | |

***General Instructions*:**

1. *Answer the questions as directed. The break-up of the marks is given wherever necessary.*
2. *Marks against each question is indicated to its right.*
3. *Answer all the questions of a ‘Section/Question’ at one place in continuation.*
4. *Answers should be brief and to the point.*
5. *Do not write on the question paper except your roll number.*

**SECTION - A**

**Q1.** Nitesh Bhardwaj is a newly appointed hotel manager of a famous resort located in Rajasthan called Shikar Badi. Bhardwaj has received a mandate to ensure that the resort remains a destination of choice for the foreign tourists. He has also been directed to reduce operating cost of the resort without harming the strategic goals of the resort. Bhardwaj recently participated in a executive development workshop on accountability in HRM. He puts this point in the management meeting scheduled at the end of the month. He has also attached data regarding the indices of HRM effectiveness of the major hotels in the region. These figures are presented below.

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| Indices | Score of HRM effectiveness (number of hotels =20) Score of 1 = very low; Score of 6 = very high |
| Customer Satisfaction | 4.50 |
| Employee Commitment | 2.10 |
| Employee satisfaction | 3.90 |
| Absenteeism | 4.20 |
| Turnover | 5.10 |
| Overall productivity | 3.80 |

Shikar Badi employs 1000 employees during the peak season. The HR department hires and trains employees, administers salary and benefits and maintains trade union relations. Six managers including and HR head Bhardwaj attending the month end meeting. As Bhardwaj spoke of HR accountability some of the members’’ responded as follows:

Revathi (Assistant General Manager) HR should be outsourced if the HR function cannot do its job effectively and efficiently

Rahul (Front desk manager) Does HR follow best practices? Hoe does HR help the resort reduce operating expenses? How does HR compare with main competitors?

Nisha (Food services manager) I appreciate the role of HR in conducting training that has increased sales and revenue

Aarav (HR manager) It is good to evaluate the contribution of HR to the hotel’s bottom line but its too difficult and time consuming

Assume yourself to be the HR head.

a) Indicate your response to the members’ responses.

b) Explain the different ways you can contribute to the business strategy of the organization.

**(6+2 Marks)**

**Q2**. Artificial intelligence has only recently been taken on board by human resources, and only after being introduced into other fields. Where do we stand in concrete terms? Although there has been a whole host of ingenious innovations (driven on by start-ups in particular), and although everything virtual is all the rage, the technology seems to run up against serious limits when it comes to HR. Based on a survey carried out among HR managers and digitalization project managers working in major companies, there are potential pitfalls regarding the data used, the risk of turning AI into a gimmick, and algorithmic governance.

Source: <https://www.hec.edu/en/knowledge/articles/ai-hr-how-it-really-used-and-what-are-risks>

1. Elaborate over the real practical use of AI for HRM.
2. Enumerate the potential pitfalls of using AI in HRM**. (4+4 Marks)**

**Q3 .** Assume that you have been hired by a large Public Sector manufacturing firm to head the HR department of a national airline. You do not have prior experience in airline industry. However, you an experienced HR person with high level of functional expertise. You have proved yourself by successfully aligning HRM with the strategic objectives of the organization in your parent firm. The national airline has lost its monopoly with the entry of private players in the airline industry. You are a part of the meeting of top management. As a head of HR,

1. Explain your thoughts over the issue.
2. Indicate your solution for the issue.

(5+5 marks)

**SECTION - B**

**Q4.** Read the situation and answer the questions.

We Merged…Now What?

Earlier this month, your company, a running equipment designer and manufacturer called Runners Paradise, merged with a smaller clothing design company called ActiveLeak. Your company initiated the buyout because of the excellent design team at ActiveLeak and their brand recognition, specifically for their MP3-integrated running shorts. Runners Paradise has thirty-five employees and ActiveLeak has ten employees. At ActiveLeak, the owner, who often was too busy doing other tasks, handled the HRM roles. As a result, ActiveLeak has no strategic plan, and you are wondering if you should develop a strategic plan, given this change. Here are the things you have accomplished so far

(i) Reviewed compensation and adjusted salaries for the sake of fairness.

(ii) Communicated this to all affected employees.

(iii) Developed job requirements for current and new jobs.

(iv) Had each old and new employee fill out a skills inventory Excel document, which has been merged into a database.

a) Discuss the reasons for developing an HRM strategic plan.

b) Identify the components of the HR plan that need to be changed.

**(7+7 Marks)**