

July 2013

Bachelor of Business Administration (BBA) Examination
II Semester**Human Resource Management**

Time : 3 Hours]

[Max. Marks : 80

Note : Attempt any four questions from Section A. All the questions carry equal marks i.e., 16 marks for each question. Case in Section B is compulsory and carries 16 marks.

Section A

1. Define HRM and discuss its functions with examples.
2. Differentiate between Recruitment and Selection and explain the process of selection for any academic institution.
3. Explain the factors affecting job and salary administration. Discuss pre-requisite of incentive compensation.
4. "Training is an essential tool of skill development." Justify the statement with explaining methods used for training.
5. Explain the process of performance 'appraisal' Discuss 360° appraisal method with example.
6. Write short notes on any two of the following :
 - (a) Career Planning.
 - (b) Redressal Procedure.
 - (c) Audit Function of HR.

Section B

7. Read the case and answer the question asked only :

RECRUITMENT AND SELECTION

Matrix Enterprises (Matrix) is one of the growing firms in the telecom industry. Matrix had recently won the "Company of the Year - 2003," award for excellence, which was sponsored by one of the leading business magazines. The award was given to Matrix for its Six Sigma initiative in its sourcing and recruiting activities. This initiative of Matrix helped the company add substantially to its bottom line.

While speaking to the media after receiving this award, Shalini Mehta, the CEO of Matrix, attributed the success of Six Sigma to the concerted effort of employees belonging to all the levels of the organization. Emphasizing on the long-term benefits that the Six Sigma initiative accrued to Matrix Mehta said, "It has been five years since its inception and we expect more positive results extend this program to other aspects of management as well."

In simple terms, Six Sigma is a process-improvement strategy or an initiative to analyze and improve any business function in an organization. It is a robust methodology that is data-driven and that aims at minimizing deviations from the set standards for the company. Six Sigma is not a new jargon at Matrix. This concept had first been implemented as a quality control measure in the production department. Having reaped the benefits of this methodology for process improvement, the company ventured into implementing this concept in the HR department too. The introduction of Six Sigma in sourcing and recruiting activities helped Matrix measure each step of the processes, analyze and make decisions based on the data collected, and evaluate the outcome of the processes. A basic understanding of the factors that result in deviations from the standards set, helps the company in minimizing the deviations and work towards improving the processes. Thus, the Six Sigma initiative at Matrix adopts the following- stages of process improvement :

- **Define-** The goals of the, initiative are defined at, this stage. After identifying that recruiting could be a business process, which can be improved through Six Sigma, the critical requirements of the initiative are defined, and linked to the business needs of the firm.
- **Measure** - in this phase, data regarding the characteristics of recruitment process is collected and measured for determining its effectiveness.
- **Analyze** - After studying the processes, the data collected is analyzed and the root cause for the defects is determined at this stage.
- **Improve** - Having studied the root cause for the defects in this processes, an effort to work upon these defects and minimize them, is initiated by Matrix.
- **Control** - This phase involves the documentation of process conditions with the help of statistical process control tools. Depending on the findings of the above stages, the necessity of revisiting any of the above processes is determined and the success of the eventual process is evaluated.

Thus by following the above stages of Six Sigma implementation, Matrix benefited immensely in terms of improving the effectiveness of recruitment and sourcing activities.

Matrix organized training programs for its managers to understand the concept of Six Sigma. These managers in turn, trained their employees in its implementation. The top management insisted that these people

be trained well as the concept was based on a complicated statistical tool. The management also provided adequate resources, in terms of financial and knowledgeable manpower resources for the implementation of Six Sigma. Matrix in fact, hired an external, consultant during the initial stages who guided the company during its implementation phase. Thus, the top management was committed towards the successful implementation of the program.

Thus, Six Sigma, which was started as a rough framework to improve the effectiveness of hiring in the company, brought the desired results of minimized deviations and an improved process at Matrix

Questions for Discussion :

1. Matrix initiated the Six Sigma methodology in its hiring process as a framework to improve the effectiveness of the hiring process in the company. Discuss the factors that determine the appropriateness of using this complicated statistical tool in the hiring process of the company.
2. Organizations in the present business scenario are introducing innovative techniques to improve the overall effectiveness of their hiring process. Six Sigma is one of them. Discuss the ways in which. Six Sigma can help the organization improve its hiring process.

