

**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA**  
**PGDM/PGDM-SM/PGDM-M**  
**III TRIMESTER (Batch 2016-18)**  
**END TERM EXAMINATION, APRIL 2017**  
**SET – I**

<b>Course Name</b>	<b>Human Resource Management</b>	<b>Course Code</b>	<b>HR301</b>
<b>Max. Time</b>	<b>2 Hours</b>	<b>Max. Marks</b>	<b>40</b>

**Instructions:**

- a. All the questions are compulsory, against which marks are indicated.
- b. Be precise and objective in your answers and manage your time well.

**Section A**

1. Read the following and answer the questions given at the end of it:

It's easy enough to be floored by the cool facilities on display in Google's offices - the spa, the massage chairs, the couches and treadmills located around work-stations. But the real reason the company finds itself in the top echelons of great places to work the world over goes beyond the very visible perks. "At Google, it all starts and ends with people," says Rajan Anandan, Vice President & Managing Director of Google, South East Asia & India.

"We hire amazing talent and when you do that, you have to inspire them, stretch them. You have to make sure that you recognize the ones who really go beyond. And then, of course, celebrate". If a career at Google has managed to remain an aspirational goal with a whole generation of your engineers, it's probably because they know they'll be working with the best in the industry. Google's leaders proudly talk about its rigorous hiring process that includes over ten interviews where the consent of each and every interviewer is necessary. So finicky is the company about who it lets in that a major role was not filled up by the company for almost a year, as it could not find the right candidate.

"The bar is very high while hiring and we are never in a hurry to compromise the process," says Kodukulla Suryanarayanan, Director, People Operations, Google India. It is not just the degrees that get you into Google. The checklist to be a part of Team Googlers in India include problem solving skills, role-related knowledge, speed to deliver, leadership traits, agility and a strong element of Googliness or Googleyness. For example, Google hires people who are not too rigid about their area of specialization, but have the innate curiosity that makes them ready to move across functions.

"Googliness is this intangible factor, we look for. When we see someone we know the person belongs here," says Anandan. It's his peer group that energizes Mohit Pande, Country Head of 'Google for Work'. "It is uncomfortably exciting in this office as I find myself amongst extremely talented people who challenge me every day," says Pande who has been with Google for three years now.  
 (Source: Economic Times, 2016)

- a. Considering the role of HRM and its importance in fast paced organizations, analyze what makes Google the best Place to work for. **(4 Marks)**
- b. In light of the practices of Google, discuss its recruitment strategy and various methods that can be used for effective selection process. **(4 Marks)**

## Section B

2. What is your view on the trend of abolishment of Bell curve from many organizations? Which method of appraisal should be adopted by a start-up and why? **(8 Marks)**
3. Design a training program for newly hired Sales Associates for a retail chain. Results from the training needs assessment indicate that they would need training on company policies, procedures, selling apparels to customers and handling customer complaints/returns. Which training methods would you select for making your training program effective? **(8 Marks)**
4. Compensation and Rewards are directly linked to employee retention and can be highly instrumental for retaining talent. As a manager will you choose Pay-for-performance? Discuss your choice with relevant example. **(8 Marks)**
5. Harmonious "Employee Relations" can help organizations avoid industrial disputes between labor and management. In light of the statement, discuss how Employee Relation can ensure sound and healthy employer-employee relationships. **(8 Marks)**

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