



DELHI SCHOOL OF BUSINESS
By Vivekananda Institute of Professional Studies – TC

PGDM FINTECH Program
THIRD TRIMESTER (Batch: 2024-26)
END-TERM EXAMINATION, APRIL 2025

Course Name	Human Resource Management	Course Code	
Duration	Three Hours	Max. Marks	60

Instructions:

Answer all questions. Each question carries 12 marks. Ensure your code is well-commented to explain your logic and steps.

Question 1 (CO1)

Job analysis is crucial in talent management as it provides a foundation for understanding job requirements,

Job analysis can help the organisation enhance the talent development initiatives by helping it to identify the gaps and opportunities for learning and growth for each role, design relevant and engaging training and development programs, and measure the impact and outcomes of the human resource interventions. Enabling organizations to attract, develop, and retain the right talent by informing recruitment, training, performance management, and compensation decisions.

Justify the relevance of Job Analysis function with the help of relevant examples. (10 marks)

Question 2 (CO2)

Critically analyze the role of HR strategy with the help of various HRM Models in achieving organizational goals. Use relevant examples to illustrate your points of HRM models. (10 marks)

Question 3 (CO3)

You are the newly appointed HR Manager at SuperNova Solutions, a mid-sized IT firm with 300 employees. The company has been facing consistent employee dissatisfaction related to the performance appraisal system. During recent feedback sessions, employees reported a lack of clarity in the appraisal criteria, perceptions of favouritism, and inadequate feedback from managers. The current system relies solely on annual appraisals conducted by direct supervisors using a traditional rating scale.

Top management has tasked you with overhauling the performance appraisal process to make it more effective, transparent, and employee-friendly.

Discuss the various performance appraisal techniques that could be implemented at *SuperNova Solutions* to address the current issues. (5 marks)



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Evaluate the common issues and challenges typically associated with performance appraisal systems, and how they are reflected in this scenario. (5 marks)

Question 4 (CO4)

How does effective human resource management contribute to creating a sustainable competitive advantage for organizations in a globalized world? Support your answer with examples. (10 marks)

Question 5 (CO3)

Apex Electronics is a mid-sized consumer electronics firm with a workforce of 500 employees. The company noticed a consistent decline in sales performance over three consecutive quarters. After identifying gaps in product knowledge and customer handling skills, management initiated a **Sales Training Program** for their sales staff.

If you were the HR manager, how would you ensure that training outcomes are sustained over time? (5 marks)

Identify and explain at least three challenges Apex Electronics faced while evaluating the training (5 marks)

Question 6 (CO4)

Case Study: Realignment of Performance & Compensation strategy at DigiTech Pvt. Ltd.

DigiTech Pvt. Ltd is a mid-sized IT services company in Bengaluru, employing 850 people. Known for technical excellence, the company has been facing increasing attrition over the last two years, especially among mid-level project managers and senior developers. Internal surveys reveal low morale, dissatisfaction with performance appraisals, and a lack of transparency in compensation decisions.

The current performance management system follows an annual appraisal cycle using a basic rating system (1 to 5) filled out by line managers. Employees claim it is subjective, lacks feedback, and does not link to any development plans or promotions. Additionally, the compensation structure is based on industry averages without performance-based pay or meaningful incentives.

The HR department, under a new CHRO, is tasked with overhauling the system.

- a. As an HR consultant, your team has been brought in to address the issues. You are required to Propose a new **Performance Management System (PMS)** that is transparent, fair, and tied to development and rewards. (5 marks)
- b. Design an **incentive structure** that includes both monetary (e.g., bonuses, ESOPs) and non-monetary benefits (e.g., recognition, training opportunities). (5 marks)