

## भारतीय प्रौद्योगिकी संस्थान गुवाहाटी

### Indian Institute of Technology Guwahati

Department of Humanities & Social Sciences

Mid-Semester Examination (23-September-2021)

Course No. **HS-203: Human Resource Management (Online)**

Instructor: Dr. Nachiketa Tripathi

Duration: Two Hours

MaxMarks: 40

**Please note:** All questions carry equal marks. All the questions are compulsory. Your answers should be brief and precise. **GOOD LUCK!**

1. Why is it important to understand HRM to achieve optimum efficiency in organizations? What are the similarities and differences between Personnel Management and Human Resource Management? How would you evaluate the impact of Human Relations Movement (*Social System Theories*) on the development of HRM?

[4+3+3]

2. "Achieving a tight-fit between business and HR strategy is a misfit in modern organizations". Comment on the statement referring appropriate HRM models. How 5-P Model of HRM tries to "integrate" and "adapt" business strategy to HR strategy? [Reference: Budhwar, P. (1996). *IJIR*]

[3+7]

3. What are the five essential elements of cloud computing which needs to be understood to appreciate cloud advantages and how cloud computing can leverage the effectiveness of HR services? How Cloud computing can help in talent acquisition?

[4+6]

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#### **CASE: Concord General: A New Beginning**

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Concord General is a 670-bed community hospital located in the Morgantown, West Virginia, metropolitan area. One of nine hospitals in the vicinity, Concord General has experienced constant growth over the past sixty years. During this period, new wings have been added to the hospital to provide a full array of health services, from cradle to grave so to speak. Currently the hospital employs nine hundred people which includes doctors, nurses, and support service personnel. The hospital has been managed by its president and CEO, Mr. John Michaels.

John Michaels is sixty years old. He has been with Concord General since 1960 and served in several capacities, such as director of hospital planning and chief financial officer, before ascending to the presidency in 1979. He has master's degree in Finance and a similar degree in Hospital Administration. During the past three years his health has been failing, but he continues to conduct operations as if he were as young as he was on the day he became associated with the hospital.

John believed in adhering to the principles set by his predecessors. That is, good health care would be provided at all costs, services would be reasonable priced, and the necessary talent to perform these services would be hired. Concord General was progressive in its activities chasing new equipment whenever possible and being the forerunner in new medical techniques.

While many of these activities proved beneficial, one aspect seemed insurmountable. John Michaels, as did his predecessors, single-handedly ran the entire operation. He did the planning, the organizing, and the staffing and held a tight rein over all decision making. Anything that occurred regarding the hospital had to first clear his desk. The centralized nature of the hospital seemed to work well years ago, but lately John has been having problems, especially in the areas of motivation and employee unrest.

Being concerned about the events that had transpired, John decided to contact his longtime associate, Professor Williams, at the State University. After a discussion of the problem and a study of the organization, Professor Williams made his recommendations. Included in these recommendations were certain organizational structural changes, namely, a movement to a more functional structure (grouping similar activities together under a specific manager). The functional structure would foster the delegation of some these activities. John agreed in part to these recommendations. He could see the benefits from having certain departments handle specific duties of the hospital and, accordingly, implemented these recommendations. There was now not only a department handling patient admission, a department handling patient billings, and an accounting department but also a marketing department. A doctor was appointed chief of medical affairs; his duties consisted of overseeing all the medical units in the hospital, such as the emergency room, the operating room, and the recovery room.

While the newly created departments appeared to be beneficial to the hospital, John Michaels refused to implement a recommendation that he delegates the personnel responsibilities. He believed that if people worked for his hospital, then he, and only he, could conduct this function. Thus a new set of problems emerged as the workers began to become more vocal about the autocratic nature of the hospital's president.

Feeling that something had to be done, John Michaels has hired you as a consultant to identify the causes of the problems and make recommendations for progressive change.

#### **4. Questions**

- a) How would you describe the personnel functions at Concord General? Discuss

[5]

- b) Prepare a list of pros and cons for John Michaels regarding the need for a human resource department. Have the pros outweighed the cons?

[5]