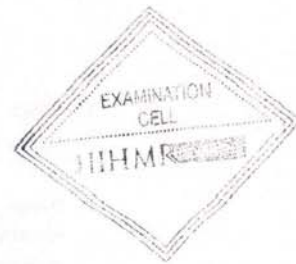


IIHMR UNIVERSITY
The IIHMR University, Jaipur
Institute of Health Management Research
MBA Health and Hospital management
Batch 20th (2015-2017) First Year
HUMAN RESOURCE MANAGEMENT
Term Examination



Time - 3 Hour

M.M-70

The question paper contains 6 Printed pages.

Note: The Question Paper consists of three sections. Please strictly adhere to word limit.

Section A –The questions in this section are in the backdrop of case titled COMMUNICATING WITH A HEALING TOUCH –A CASE OF RAJBALA FOUNDATION circulated as a pre read. **Please attempt any four questions.** All questions carry 13 maximum marks. Answer these questions in 750-1000 words.

Section B –This section consists of short notes and carry 4 maximum marks each. Please answer in about 400 words. **Section A students have to attempt from Block I and section B students will attempt from Block II**

Section C - consists of 12 multiple choice/ one word/ true false answer type questions. **Please attempt any ten questions.** All questions carry one mark each. Prefer to complete this part first in maximum 15 minutes. **ATTACH THE PAPER WITH YOUR ANSWER SHEETS**

SECTION A : Answer any four questions. All questions carry equal marks.

Mr Kaushik and Ms Prachi have taken a conscious call to formalize the systems in the foundation. Appreciating the importance of HR driven strategy they have decided to hire a Chief of HR for the foundation on a permanent basis. Answer the following questions in the context of the case

1. If you are hired as the Chief of HR, what **HR outlay** you will concretize for the Foundation (Enumerate some hypothetical objectives / targets of foundation for next five years and work in that background). Also attempt an **organogram** for same. You may assume positions/ structure based on your understanding and may go beyond the explicit inputs of the case.
2. A) Detail the job description and specification of the Chief of HR for Rajbala Foundation
B) What should be the money worth of Chief of HR. Justify your proposition?

OR

- A) Detail the job description and specification of the 'Happy Angels' (Volunteer) for Rajbala Foundation
- B) What should be the money worth of 'Happy Angels' (Volunteer). Justify your proposition?

3. Which method(s) of recruitment will you propose for filling the post of Chief of HR and Happy Angels? Suggest a suitable multi-stage selection system for both separately.
4. Design an induction training/ training programme for the Happy Angels . How would you identify the training needs of the Happy Angels ? Also propose methods of evaluation of training programme.
5. How do you propose to measure the performance of Happy Angels? Mention atleast six indicators along with measurement method. Also propose a career plan for happy Angels, if some of them would like to be associated full time with Rajbala Foundation.
6. How do you propose to measure the performance of Chief of HR? Mention atleast six indicators along with measurement method. Also propose a career plan for Chief of HR.

Section B – This section consists of short notes. Attempt any two. Each carries 4 maximum marks.

Section A students have to attempt from Block I and section B students will attempt from Block II

BLOCK I for Section A students

1. Sexual Harassment at Workplace
2. HR needs Technology Or
Technology needs HR
3. Employee attrition and Turn over
4. Succession Planning
5. Potential management

BLOCK II for Section B students

1. Workplace bullying is inevitable
2. Work from Home is better option
than working from office
3. Employee attrition and Turn over
4. Succession Planning
5. Potential management

PART CASE REPRODUCED

The volunteers who had come to the workshop comprised a mixed group of people from all walks of life and age groups. They had a strong desire to lend a helping hand to the Rajbala team in the good work they were doing. The volunteers did assist enthusiastically but had not been able to demonstrate ownership of the events. They were sensitive people but not skilled or trained to handle critical illness scenarios. They simply joined with the intent to spread happiness. Prachi and Satish were so grateful to these Samaritans for always coming forward to help. They called them "Happiness Angels".

As Prachi watched the volunteers interact with the kids, she could see so many different behaviours- some were a little hesitant, some awkward, some sympathetic and some indulgent. She wondered that although each of them was driven by a desire to help the Foundation, but were they equipped emotionally and psychologically to deal with the children suffering from some life limiting diseases? Communication is the foundation to excellent palliative care. Did the volunteers possess the communication skills desired for an interaction with persons who were in stressful situations in life?

The palliative care movement is an example of how health services have gone way beyond the biomedical model of health, and is seen as an affirmative act of living with dignity even whilst accepting that death is an inevitable part of life. Continued efforts are needed to overcome the barriers to successful implementation of palliative care. The Rajbala Foundation hopes to lend a helping hand to the efforts of the government in Palliative care by addressing the social, psychological and spiritual well-being of the patients.



The Foundation's mission is to work towards finding innovative ways and means to enhance the quality of life. It functions on the belief that health care and education are the fundamentals of inclusive growth for any society. **The objectives of the Foundation are:**

- Study, research, analyse, evolve, design, inform, engage, promote, disseminate communicate information and knowledge.
- To undertake projects which help in alleviating distress in the lives of the terminally ill, the needy and the underprivileged, without any discrimination of caste, creed and community.
- To collaborate synergistically with entrepreneurs, associations and organizations for furthering the objectives of the foundation.

Rajbala Foundation is a not-for-profit initiative that encourages philanthropy, volunteering, and citizen action that help in serving people and communities. The Foundation specifically focuses its efforts in the health care and education sectors and strives to assist and undertake projects in the following areas:

- Assist terminally ill patients and their close ones with counselling, medical care, voluntary services and programs that help them in mitigating their distress.
- Assist the aged and elderly in coping up with pain and loneliness in their lives.
- Undertake projects and programs along with other associations and NGOs in the above mentioned areas.
- Research, analyze, design and publish information & content in the area of education through digital and non-digital media.

Volunteers associated with Rajbala Foundation:

In the absence of a core team, these initiatives have only been possible with the support of a floating team volunteers who have been with the foundation throughout its five years of its existence. The types of volunteers associated are:

- Those who come to assist on goodwill (close acquaintances of trustees and founders viz., family, friends, relatives, professional partners etc.)
- survivors - those who had experienced a similar trauma and wished to support the cause
- professionals who contribute by way of sponsorships or alternative healing
- corporate houses wanting to support as a fulfilment of CSR and social outreach
- those who had some skill for which the Foundation would collaborate for to bring happiness
- people offering similar support (cancer support foundations etc., social workers)
- researchers and interns
- onlookers (hospital staff, observers and any casual visitor)

Rajbala Foundation's Activities:

- Showcasing a documentary for awareness at RWAs, institutes, universities and several other organisations etc.
- Collaboration with leading hospitals for Palliative care awareness (Ongoing with Medanta Medicity, Gurgaon)
- Clothing for patients- "Happy Caps initiative" (donation of Chemo caps on a regular basis)
- Community engagement by adopting villages and schools. (ongoing CSR project with a US based company, Johnsons Controls India at Adhira village in Rajasthan)
- Organising events like flash mobs, street play, crafts workshop, dance and music sessions, and theme based shows etc. for patients and care givers.
- Presenting the activities of the foundation in conferences and seminars.

Challenges for Rajbala Foundation

Prachi took a look at the objectives of the Foundation and realised that much was achievable but she did have the confidence to expand the bandwidth of the foundation before she addressed the following issues:



1. Communicating about the Foundation by word of mouth, activities or Web 2.0, Web 3.0, Web 4.0 to be aligned with the objectives and ethics of the Foundation
2. Involving volunteers in identifying following up recommendations of volunteers or onlookers if someone was offering to conduct events/activities.
3. Support of a consistent team of volunteers.
4. Retention and ownership of volunteers
5. Volunteer training and awareness
6. Delegate volunteers with event specific tasks as currently she did the entire spade work alone.
7. Inclusion of volunteers in designing activities
8. Maintaining the social networking sites of the NGO.
9. Making the NGO self sustaining
10. Generating funds through sponsors and projects

The Foundation is always respectful to the volunteer's abilities and time commitment. It encourages and represents the diversity of the community. Many volunteers are charged with complicated tasks that take a lot of understanding and knowledge to perform properly. Seldom does the foundation get lucky to find someone with perfect skills and training required in palliative care as there is no formal recruitment of volunteers.

The volunteers lend a helping hand by joining in projects through some publicity material circulated by Rajbala Foundation at its events, or talent scouting by some active volunteers who share their passion and are able to inspire people known to them to join in initiatives. Volunteers are associated selflessly with the Foundation. Mr. Satish and Prachi always take account of the long term aspirations of the team by clarifying "WIIFM-What's In It for Me?". They ensure that the collaboration always enhances the capabilities of the person and assists in converting these volunteering activities into internships or projects for the volunteers. The foundation never fails to recognise the contribution of the volunteers. It provides enough platforms to the volunteers to enhance their creativity and taking the Foundation objectives further. These factors help in motivating and retaining volunteers. Yet, the effectiveness of Palliative Care Communication is sometimes not achieved.

Communication Challenges for Rajbala Foundation:

Prachi always looked at the involvement from the volunteer's point of view, and observed that several volunteers despite being sensitive to the cause, failed to reach their potential because they had never received the training and information they needed to succeed. While enthusiasm for the cause is fantastic, it is required to be aligned and focused to meet the Foundation's objectives. Communication becomes an essential tool, inseparable from the mission of the community engagements proposed by the Foundation. The theoretical and practical knowledge needs to be communicated as the role of effective communication is to connect and engage with the person receiving palliative care.

Rajbala Foundation has not conducted any formal volunteer training. It believes that there is a lot of good work that can be done with some type of peer to peer orientation. Volunteering capabilities are enhanced through the following methods-

- Existing trustees and volunteers play "big brother"
- Experienced volunteers train by "shadowing" a novice volunteer on "what it's really like" for a few days by simply making the new volunteer observe and assist minimally
- Use "buddy system" to make a new volunteer work with an experienced person at first, however the new volunteer is more passive, and watches more than take actions at the beginning
- Involve in "principles of adult learning" by relating past experiences and know - how to the current topic to judge the awareness level of the new volunteer
- Using personal talents or professional competencies of volunteers ie., Skills-Based Volunteering which helps the team display ownership and leadership skills by designing events for palliative care
- Providing Hands On training during specific projects involving care giving



Communication Skills training in palliative care focuses on understanding that it is a delicate and critical context. It is to understand what their experience might be and pre-empt how might one react or behave while coping with critical illness. The team assimilates communication skills required in palliative care communication by participating thus. They gradually understand that both verbal and non verbal communication must display sensitivity towards the condition of the patient and aim at creating hope and happiness. One of the biggest barriers they identify is that the most difficult conversation is how to start them.

Empathetic Listening is a critical aspect of palliative care communication and can be used to circumvent some of the barriers listed above. Body language, eye contact, gestures, and tone of voice are all crucial to successful communication. Studies have shown that 80% of communication is nonverbal, and only 20% of what we communicate is verbal. Volunteers are urged to learn more about palliative care in order to overcome some of these barriers. Therefore, attending local and national presentations of palliative care to increase the knowledge base is an essential initial step. This can occur through local presentations, national meetings, on-line courses, and individual reading and exploration. Self-awareness and willingness to improve socialization skills is the basis of improving Communication skills in Palliative care.





The IIHMR University, Jaipur

Institute of Health Management Research

MBA Health and Hospital management

Batch 20th (2015-2017) First Year

HUMAN RESOURCE MANAGEMENT

Term Examination



Section C

Roll No.

		ANSWERS
1	Payment linked to number of year served is known as _____ ?	
2	Name the act which provides medical help and unemployment insurance to industrial worker during their illness	
3	An additional amount of Rs 35 per day is paid to the women workers if the employer does not offer free medical care or ESI. True / False	
4	Standing Orders implies a) Orders for workers who have to work in standing postures b) Conditions of employment c) Orders given by Supervisor to subordinate d) Conditions of Physical Fitness	
5	Reprimand is an example of	
6	What is the allowance paid to the employee during suspension-? 1) 1/2 basic salary + dearness/compensation for 60 days 2) 1/2 basic salary + dearness/compensation for 90 days 3) 1 month salary + dearness/compensation for 90 days 4) 1 month + dearness/compensation for 60 days	
7	In which act or acts grounds for employee dismissal are stated? A) Industrial Disputes Act b) Employment Act c) Payment of Wages Act d) ESI Act	
8	Gripe box is a kind of confidential meeting room where grievance manager meets the employee who has a work related grievances? True / False	
9	Zero sum game or <i>my gain your loss and your gain my loss</i> is the basis of which bargaining a) Cooperative b) Productivity c) Conjunctive/distributive d) Composite	
10	The process in which the employer and the employee negotiate the issue directly, face to face across the table; there is no third party intervention is called	
11	Which of the following is not an objective of social security? a) compensation 2) Restoration 3) Prevention 4) Fringe benefits	
12	Name the process in which representatives of management and workers negotiate over wages, hours, and other terms and conditions of employment	